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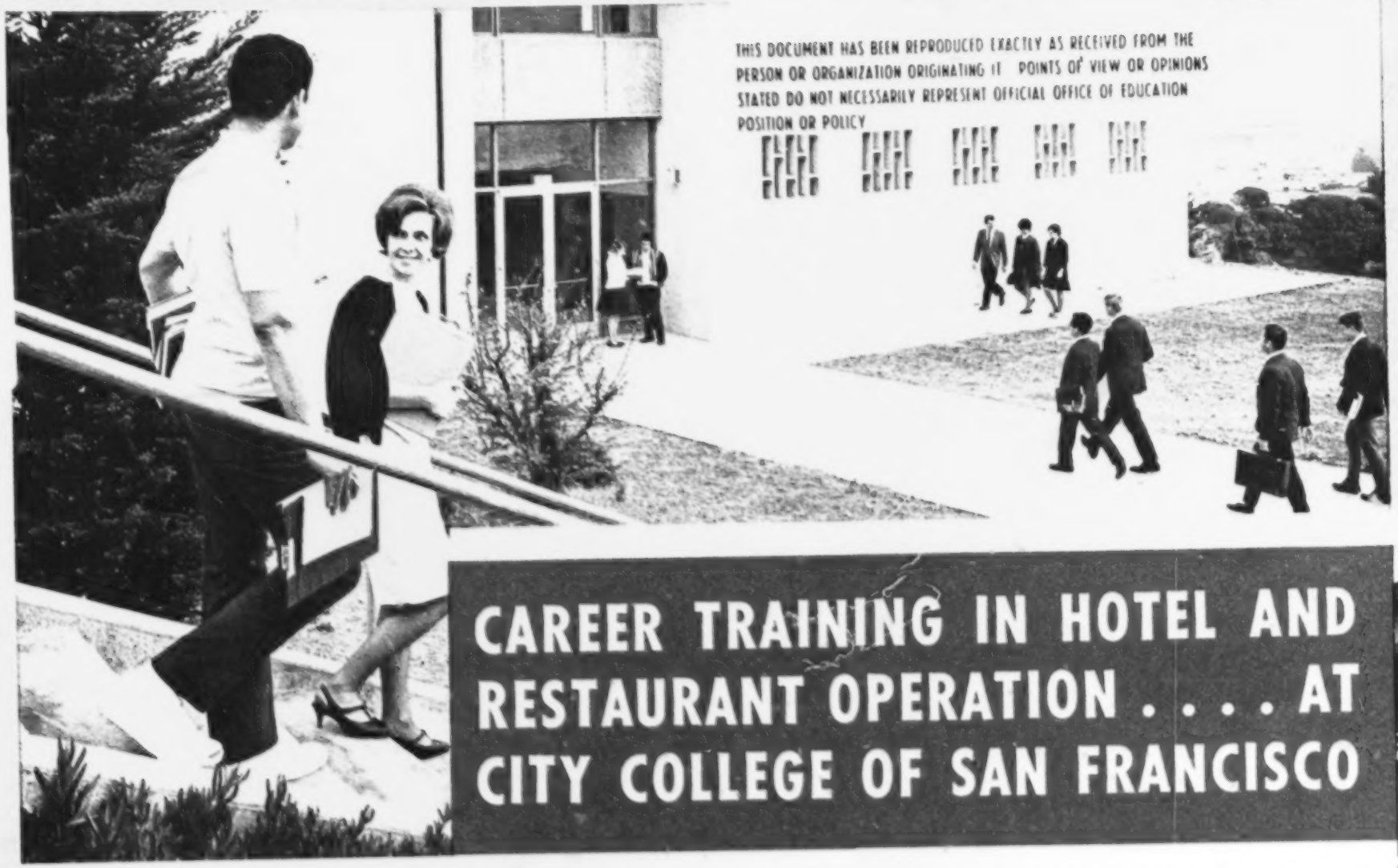

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UNIVERSITY OF CALIF.
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INFORMATION

CAREER TRAINING IN HOTEL AND RESTAURANT OPERATION . . . . AT CITY COLLEGE OF SAN FRANCISCO

JC 670 688

TABLE OF CONTENTS

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Price: Two Dollars

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SECTION ONE

3 CAREER TRAINING IN HOTEL AND RESTAURANT OPERATION

SECTION TWO

15 THE PROGRAM OF INSTRUCTION

SECTION THREE

31 A FACULTY FOR HOSPITALITY EDUCATION

SECTION FOUR

37 THE HOTEL AND RESTAURANT STUDENT

SECTION FIVE

49 INDUSTRY AND COMMUNITY RELATIONS

SECTION SIX

63 ALICE STATLER LIBRARY

SECTION SEVEN

69 FINANCIAL STRUCTURE OF THE PROGRAM

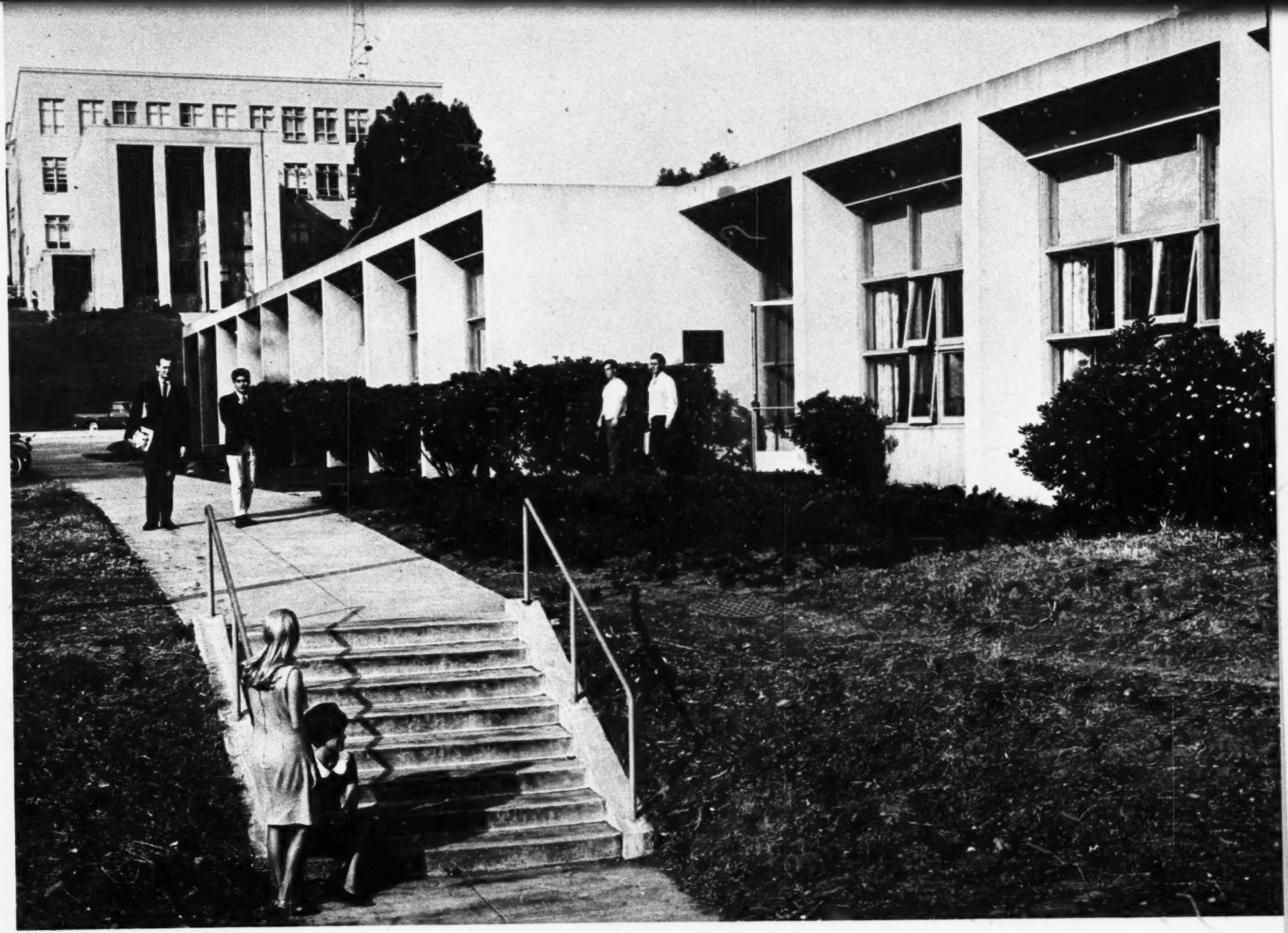
SECTION EIGHT

79 FOLLOW-UP STUDY OF GRADUATES

SECTION NINE

91 GUIDEPOSTS FOR NEW PROGRAMS

96 ACKNOWLEDGMENTS



Western view of George D. Smith Hall, permanent home of the Hotel and Restaurant Department named to honor the first chairman of Advisory Committee

CAREER TRAINING IN HOTEL AND RESTAURANT OPERATION . . . AT CITY COLLEGE of SAN FRANCISCO

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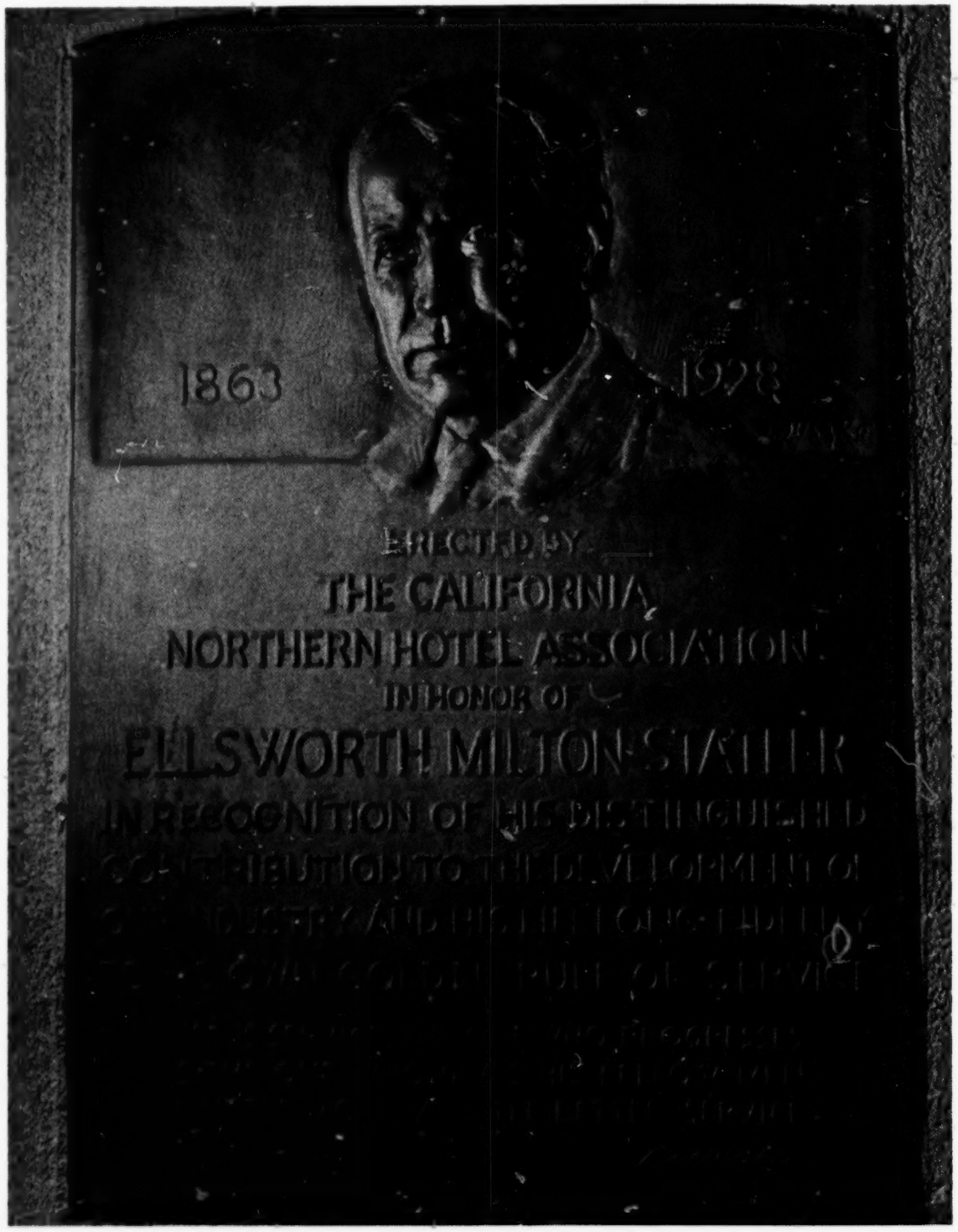


DEDICATORY PLAQUE ON STATLER WING AT CITY COLLEGE

LIFE IS SERVICE — The one who progresses is the one who gives his fellow man a little more, a little better service.

E. M. Statler

CAREER TRAINING IN

HOTEL AND RESTAURANT OPERATION

CITY COLLEGE OF SAN FRANCISCO

● SECTION ONE

FOREWORD*

I first became acquainted with the Hotel and Restaurant Department of the City College of San Francisco when Mr. Willard Abel suggested to the Statler Foundation that the department needed more room and facilities for its program and asked if we could be helpful in providing funds to assist in the building of a new wing to the school to be known as the Ellsworth Statler Wing.

We undertook a study of the school's history and methods of operation and we were most favorably impressed. The result was the construction of the building which we are now dedicating to the use of the school.

It is my earnest hope and sincere belief that the school will move forward in the years to come in the service of our industry and reflect even greater credit on its co-founder, George D. Smith, who is here with us this evening, and on Ellsworth M. Statler, the creator of the Statler Foundation.

May I say that features about the school which have greatly impressed me are:

The close relationship between the Hotel and Restaurant Industry in the Bay Area and the school. This cooperation is made manifest by the existence of the Hotel and Restaurant Foundation of the City College of San Francisco with which we have cooperated in this activity.

The cordial cooperation of the labor unions serving the industry.

Members of the City College faculty are or have been successful operators, chefs, or managers of establishments and are in continuing contact with industry through summer work experience and trade associations. As a result, they enjoy the respect of their students and the school's friends in industry.

The fact that the school's students, under the direction of its faculty, participate fully in the operation of the college's cafeteria and restaurant facilities and are well trained in the problems involved in the successful management of such facilities.

POST WORD

My favorable impression of the City College has continued to increase since the foregoing remarks were made. We believe that the City College story should be made available for the use of all of the schools in this field which are in the process of development the country over, and the Statler Foundation has been happy to assist in the publication of this brochure.

Ward B Arbury

Secretary, The Statler Foundation

*Excerpts from the remarks made by Ward B. Arbury, secretary of the Statler Foundation, at the dedication of the Ellsworth Statler Wing of George D. Smith Hall at City College of San Francisco, on March 1, 1965.

San Francisco

San Francisco's century old reputation as a center of noted hotels and restaurants has provided an ideal community background for inaugurating a hotel and restaurant training course at the college level, the fame of which has since spread throughout the world of the innkeeper.

City College of

City College of San Francisco, chartered in 1935, as the San Francisco Junior College with a pioneer class numbering 1,478 students and a faculty of 78, registered 11,424 in the Fall 1966 semester with a faculty of 337. Included in the total enrollment are 2,600 students attending night classes.

The Hotel and Restaurant operation, designed to train students for careers in the hospitality industry, is one of the 35 semiprofessional programs offered by City College.

In keeping with the community college concept, the College offers two-year programs of study designed to meet the needs of its students and the city whose name it bears. In common with other schools of its kind, it offers the first two years of instruction leading to the bachelor's degree, and also meets educational needs not satisfied by the universities, liberal-arts colleges, or technical institutes through its semiprofessional offerings. This unique combination of services is reflected in the nature of the College—the diversity of its functions, the number and variety of its curriculums, and its sensitivity to the educational requirements of those whom it serves. Characteristically, the College makes its opportunities available, free of the burden of tuition, to all high-school graduates and to other mature persons prepared to undertake college work, with the exception of those nonresidents of California who, under the State *Education Code*, are required to pay a nominal tuition.

The purposes of City College of San Francisco, its curriculum, and its services are such that it is, in every sense, a college that meets the needs of the community.

SPECIFIC OBJECTIVES . . .

Like most colleges, City College of San Francisco wants its graduates' lives to be both useful and rich. Aside from complete or partial training for his work, the College makes it possible for

*Chartered in 1935 as the San Francisco Junior College, the name was changed February 12, 1948, to City College of San Francisco.

San Francisco*

the student to become generally aware of the disciplines that have occupied men's minds and to have a sufficient familiarity with at least one of these disciplines so that he will have both material and a method for thought; enough training in the languages of both words and numbers so that he can communicate with those around him; enough physical development, enough knowledge of his body, and sufficient command of physical skill to enjoy health and enrich his life; enough knowledge and understanding of American political principles and development so that he can be a wise citizen and sufficient ethical insight so that he can be a just one.

The College confers the degree of Associate in Arts*, one of the older degrees in education, on students who satisfy the requirements for graduation.

The entire program offered by City College is accredited by the Western Association of Schools and Colleges, a nationally recognized accrediting agency.

The program of instruction comprises university, semiprofessional, and general college courses, which are categorized as follows:

UNIVERSITY PROGRAM

The University program consists of courses parallel or equivalent to those offered by universities and state and private colleges during the first two years. The University of California at Berkeley, San Francisco State College and other schools accept as credit toward completion of a major or as an elective or other credit all units that students earn in these courses.

SEMIPROFESSIONAL PROGRAM

An important function of City College of San Francisco is to provide semiprofessional education—specialized college level training designed to qualify students for employment at the end of two years. About 40 percent of the full-time day students are enrolled in the 35 curriculums offered. These offerings comprise the semiprofessional program including training in the following areas: Business, Engineering-Related Technology, Health-Related Technology, Hotel and Restaurant Operation, Ornamental Horticulture and Retail Floristry, Public Service Technology, Teacher Assisting, and Visual Arts.

All are designed to meet employers' needs and were developed in cooperation with advisory committees representing business, industry, organized labor, civil service, and the professions.

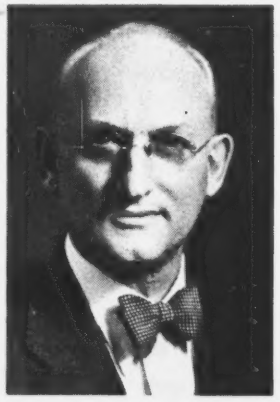
The General College program consists principally of courses in which the College provides general education in communication, health, home economics, the humanities, the natural and social sciences, speech, and student leadership, as well as special instruction.

A Corner in The Alice Statler Library

*Originally conferred by University of Durham, England in 1865.

HOW IT ALL STARTED . . .

ARCHIE CLOUD



JOHN BESWICK

JOHN GIFFORD

From that day in 1935 when a Hotel and Restaurant program was proposed for City College of San Francisco, months before the college opened its doors to students, the program has been characterized by dynamic community support and an administrative personnel whose enthusiasm telescopes beyond the horizon of ordinary objectives.

The ability of that pioneer leadership is rivaled only by the contagious enthusiasm which was transmitted to an entire faculty and student body and remains today as the most priceless asset of the Hotel and Restaurant program.

Only by meeting and knowing these pioneers can the success of the program be assessed fully at home or in faraway places.

The advance man for the program was the late Dr. John C. Beswick, head of the Calfornia State Department of Vocational Education, who proposed a Hotel and Restaurant program to Dr. A. J. Cloud, president of the new college.

Dr. Beswick's leadership and initiative were reflected in his successor, Samuel P. Fick, and have continued in the present incumbent at the California state level, Wesley Smith.

The initial step in organization came when a course in Hotel and Restaurant operation was approved by the San Francisco Board of Education and Dr. Cloud invited John P. Gifford, a young science teacher on the faculty, to undertake organization of the program.

From the beginning, President Cloud, Dr. Beswick and Mr. Gifford enlisted the cooperation of George D. Smith, then operator of the famous Mark Hopkins Hotel, San Francisco, in organizing a Hotel and Restaurant Advisory Committee representing leaders from the fields of industry and labor. The original advice and guidance of this committee has aided greatly in the success of the program down through the years.

Gifford was called to an executive position in the California State Department of Education in 1936. At present he is an executive with the U.S. Department of Health, Education and Welfare. A providential faculty selection was made at this point in the appointment of Mrs. Hilda Watson*, a Cornell graduate, who came from her post as assistant director of dining halls at Stanford University to substitute in the teaching vacancy created by Gifford's departure. J. Graham Sullivan**, a Stanford graduate experienced in the hospitality field, became Gifford's successor. Three years later, Sullivan was named assistant to President Cloud, and Mrs. Watson was the unanimous choice for director. The dynamic leadership she brought to the program is a source of never-ending recognition by leaders, both in industry and education.

CONTINUITY OF LEADERSHIP

Wendell Muntz, who joined the faculty in 1949, succeeded to the vacancy created by the promotion of Mrs. Gifford in 1954 to the supervisorship of all cafeterias in public schools encompassing the San Francisco Unified School District. He remained until 1956 when Mrs. Gifford was called to New York to serve as director of education for the American Hotel Association and Mr. Muntz was named supervisor of cafeterias.

At this juncture, Dr. Louis G. Conlan, president of City College, appointed Dr. Louis F. Batmale, coordinator of all Technical-Terminal Instruction at the College, to the chairmanship of the Hotel and Restaurant Department. Dr. Batmale's appointment assured a continuance of the leadership that characterized the department since its beginning.

*1966—Director of Project FEAST, San Francisco
**1966—Associate Superintendent of Public Instruction, California State Department of Education, August, 1966—Deputy Commissioner, U.S. Office of Educaion

GEORGE SMITH

GRAHAM SULLIVAN

'TRIM' LOUD

HILDA GIFFORD

The loyalty and devotion of the pioneer faculty is exemplified in the service of Charles R. Strandberg, whose memory is perpetuated through an oil painting which hangs in the Faculty Dining Room.

Strandberg, a chef whose roots were in Finland, Germany, and France, was in charge of the pastry department of the St. Francis Hotel in an era when a staff of 15 to 20 assistants rounded out the crew. He was recognized by his fellow professionals as an artist in spun sugar, tallow creations, and pastillage.

"Papa" Strandberg, as he was affectionately known to his students, had his professional roots in the old world. He was born in Sweden, developed his artistry in Germany, and was decorated by the French government for his original contributions to the baking profession.

At City College he taught part time. When he reached the legal retirement age, he continued teaching without salary. His compensation was the satisfaction he gained as an outstanding teacher who is fondly remembered by many graduates.

Another old-world master chef who joined the pioneer staff, Ernst J. Hjorth, is credited by many of his associates for developing the chef training program. The food preparation by the students was so excellent that it brought spontaneous praise from the industry. Hjorth was a perfectionist whose exactions also entered into the area of discipline. This probably was a carryover from the day when he was chef at West Point after he came to this country from Denmark.

When City College was granted a charter by the State of California in 1935, it was without a campus or buildings in which to house the pioneer class of students. Instruction began in temporary headquarters in 21 widely separated locations in San Francisco.

Journeying from one class to another, pioneer students arranged their schedules to allow time for making the trip across the city to get from one class to the succeeding one. They literally pursued an education.

In 1936 the original class of 12 Hotel and Restaurant students was housed in the cafeteria of Galileo High School, which was then the temporary central headquarters of City College.

The record of steady growth of the program by years is best revealed in registration figures:

Pioneer Group	1936	12	Opening Smith Hall	1955	141
World War II	1940	51	Addition, Smith Hall	1959	160
GI's Return	1946	116	Statler Wing	1963	178
			Latest Enrollment	1966	206

Concurrent acceptance of the program by industry and labor over the years was so favorable that the demand for City College Hotel and Restaurant graduates fell far short of the supply. Admission to the program is regulated by an annual quota system and is limited to the maximum number possible with existing facilities.

RESPONSE TO EMERGENCIES

City College training has not only prepared graduates for the hospitality industry but it has been made available for meeting vital needs in time of national emergency. In 1941, with America's entry into World War II, the Hotel and Restaurant program became the United States Maritime Service Upgrading School. Classes for upgrading men in the Stewards Department were held at City College, Galileo High School, Mission High School, and the San Francisco Naval Shipyard Cafeterias at Hunters' Point with the classes operating 24 hours a day. Hotel and Restaurant students received their first experience in mass feeding at the front. A plaque in the Alice Statler Library serves as a reminder of three who did not return: Henry Carbonell, Lloyd Tilton, and Henry Sommer.

The extreme flexibility of the program in meeting these wartime needs is a lasting testimonial to the initiative and energy of the pioneer youthful faculty.

GOALS OF THE PROGRAM . . . .

The basic philosophy of a successful training program in hotel and restaurant operation at the college level, regardless of all other considerations, must start with a strong advisory committee composed of community leaders in the industry. Without such an active working committee any program will lack the basic ingredient needed for success.

From its inception City College H&R* has had an Advisory Committee recruited from the ranks of community leaders who have devoted themselves to the job of cooperating and advising the City College administration on the everyday needs of the industry. The Committee functioned under the leadership of the late George D. Smith of the Mark Hopkins and Canterbury Hotels who passed away on September 24, 1965. Willard Abel, president of International Western Hotels and president of the St. Francis Hotel Corporation, San Francisco, and Hotelman of the year in 1966, succeeded to the vacancy created by Mr. Smith's death.

The Advisory Committee has consistently advocated that the practical and academic courses at City result in the skills and 'know-how' vital to succeed in the hotel and restaurant industry.

All students admitted to the Hotel and Restaurant operation thoroughly understand it is a two-year junior college type curriculum having as its objective entry into the hospitality industry. Graduates do transfer to four year programs at hotel schools such as Denver and Cornell and to local state colleges. For the majority of students, however, the goal is entry into the hospitality field upon graduation from City College.

The goals of the hospitality industry are recognized in one word, "Service." In the philosophy of the late E. M. Statler the code was distilled to a single sentence: "Life is Service."

For a realization of the foregoing objective, the City College Hotel and Restaurant faculty must concern itself with more than the basic requirements, skills and understanding; they are concerned with the development of sound attitudes and good character.

*H&R—Abbreviation used throughout for Hotel and Restaurant Department

Typical Entry Jobs of H&R Graduates, 1966

NAME	EMPLOYER	POSITION
Michael Armanini	U.S. Air Force	Student
Gary Asselbergs	University of Denver	Assistant Housekeeper
Carol Bagetta	Hilton Inn	Personnel Assistant
Marion Bellamy	Sheraton Palace Hotel	Manager
Howard Blethen	Victorian Hotel	Front Office Clerk
Heinz Burger	Del Webb's Hotel	Cook
Kenneth Chan	Foster's Restaurant	Sales Trainee
John Dunn	DuBois Chemical Co.	Assistant Manager
Alphonse Geraldi	Fish Grotto Restaurant	Commissary Manager
Max Greenspan	Braniff Airlines	Management Trainee
Thomas Greeron	Army Exchange Services	Assistant Manager
George Ingalls	Walgreen Corporation	Cook Manager
Stephen Magnani	Beep's Drive-In	Management Trainee
Richard Munley	Saga Foods	Sales Director
Sueb Punyarataband	Hotel Siam (Bangkok)	Assistant Manager
James Puter	Manning's Restaurant	Front Office Clerk
Brian Treacy	Century Plaza Hotel	

Fourth Semester Students Assigned to Practice Work, 1966

NAME	EMPLOYER	POSITION
William Ashton	Chancelor Hotel	Front Office
Carol Baggetta	St. Francis Hotel	Housekeeping Dept.
Marion Bellamy	Sheraton-Palace Hotel	Convention Sales
Neena Chopra	Plaza Hotel	Food and Beverage
Richard Eastman	S.F. Hilton Hotel	Catering
Alphonse Geraldi	Sir Francis Drake Hotel	Purchasing
Denis Glas	Plaza Hotel	Front Office
Max Greenspan	S.F. Hilton Hotel	Food and Beverage
Kazuo Hisamatsu	Lyons-Magnus	Food Preparation
Benedict Koenig	United Airlines	Food Service
Thomas Marquoit	Olympic Club	General Trainee
Yasumi Ozaki	Handlery Hotel	Front Office
Judy Pianavilla	Earl Associates	General Trainee
John Puccinelli	Del Webb Towne House	Food Preparation
John Ricardo	Olympic Club	Diningroom Service
John Skance	St. Francis Hotel	Purchasing

The basic code which a student in the Hotel and Restaurant program must be taught has its roots in the daily practices of the hospitality industry itself.

The Hotel and Restaurant faculty is cognizant of the value of work experience programs required of all students currently enrolled. Here the student is taught to recognize by actual part-time service in a downtown hotel or restaurant the concurrent value of what he is being taught daily in the classrooms and laboratories of the college.

Training is purposely broad and diversified so that students may be placed on graduation in a large variety of entry jobs and still have the background necessary for advancement. Placement depends upon interest, aptitude, work experience and available opportunities. According to Dr. Batmale:

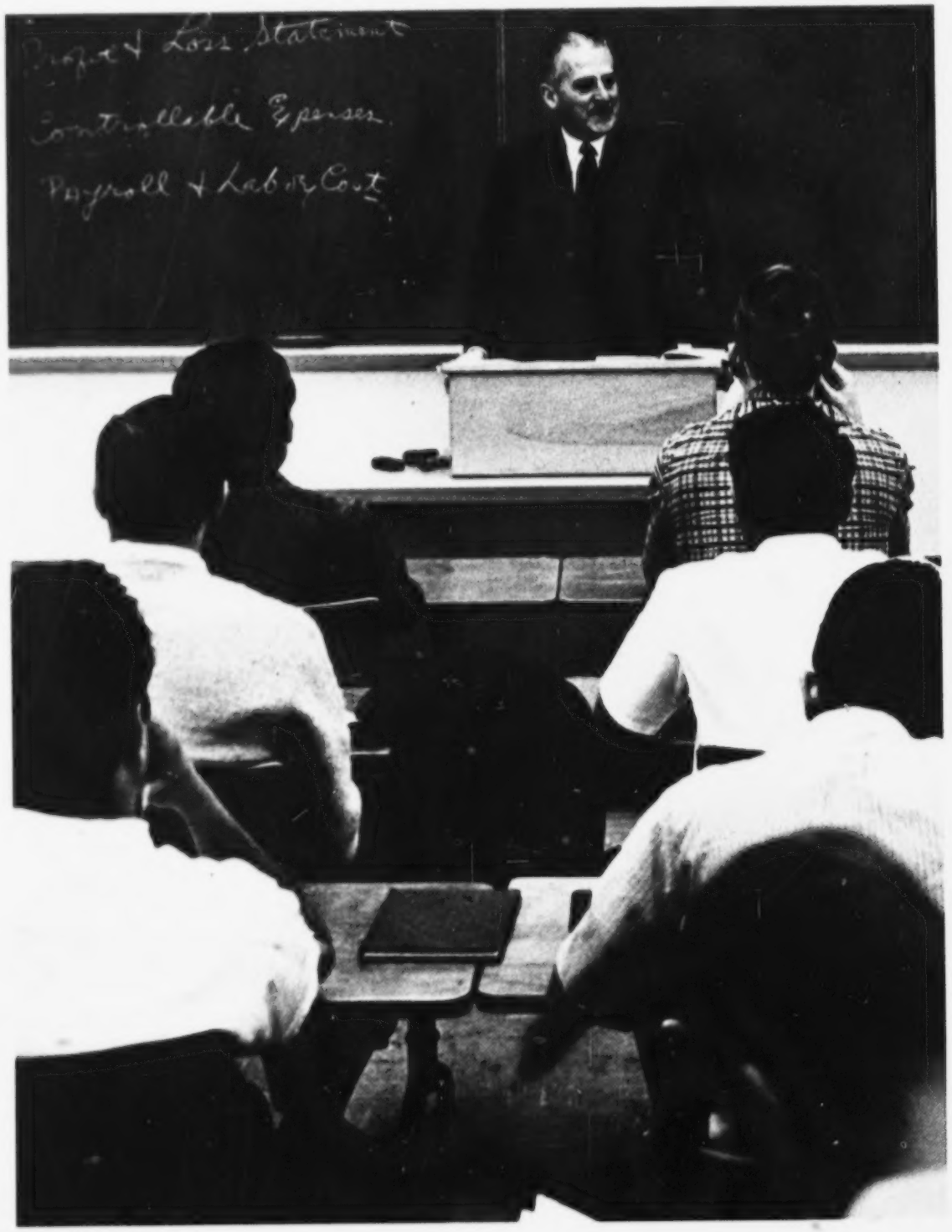
"1. Our goal is placement at the entry level. Many of our graduates are placed soon after graduation in management type jobs; we feel that this often is premature. It may be noted that nowhere is the program referred to as a management program.

"2. Skills and knowledge are important to success; we work very hard in developing these. However, attitudes are just as important. We make a strong effort to have proper work attitudes and human relations pervade our program.

"3. Two years of training are really only 360 days of instruction; a short time to do a good job of training young men. We understand our limitations and consistently communicate these to industry.

"4 Our aim is to stimulate our students so that they will make every effort to continue to grow. We expect them to continue to grow. We expect them to continue their education after graduation by reading the current literature in the field and by taking advantage of every training opportunity available."

● *To the arriving guest the atmosphere of the hotel is often symbolized by the greeting of the desk clerk*



EXPERTS from industry supplement instruction by serving as guest lecturers. Pictured here is Henry Maschal, author in the field, explaining cost accounting

THE PROGRAM OF INSTRUCTION

● SECTION TWO

THE CURRICULUM AND ITS OBJECTIVES. . .

The curriculum, often called the road map of education, usually allows for many detours on the road to a college degree. In fact many students get lost and are confronted with signposts which sometimes read: "Not a Through Road."

Students of the Hotel and Restaurant program at City College know there are no allowances for detours in the two-year course. So intensive is the Hotel and Restaurant curriculum that every student enrolled is aware that he must devote himself seriously to his studies because of the realization that he must possess a saleable skill when he receives his degree from City College.

Every student is conscious of the study load the program imposes. The 1966 college catalogue, page 250, warns:

"Those who are considering enrollment in the Hotel and Restaurant program are advised to give serious consideration to the long hours and difficult work required of the students, both at the college and in their subsequent employment in industry."

At the outset, an approach to course development in the Hotel and Restaurant Department was made through leaders in the industry who were familiar with the end results sought, the points to be emphasized and the basic and changing requirements in the hospitality field. They knew that the successful hotel operator must constantly study the kitchen, dining room and beverage facilities in order to provide a profitable operation and avoid losses. As a result, the courses given at City College were and continue to be heavily weighted toward the back of the house.

The Advisory Committee recognized early the vital need for practical experience to simulate conditions approximating those of industry.

In quest of such an approach they made a daring decision. The cafeterias and dining room of the college were to become the Hotel-Restaurant laboratory and the performance of the College feeding function the responsibility of the department's students and faculty.

The prophetic and courageous decisions committing the program to emphasis on the back of the house and the operation of the cafeteria provided the solid foundation on which the program was founded and has grown.

On this foundation there has been built a curriculum that combined its original essential characteristics with needed modifications to meet the training demands of a changing industry. It may be noted that its essentials resemble those features outlined by a committee of hospitality field educators under the auspices of the Statler Foundation in St. Louis in February of 1964 and generally referred to as the report of the St. Louis meeting.

The Hotel and Restaurant curriculum includes four semesters and one summer session of study. Students completing the entire suggested curriculum of from 63 to 65 units receive the Associate of Arts degree and a Certificate of Proficiency. This latter award is coveted by students and respected by industry; it serves as the College recommendation for employment.

The nature of this somewhat complex curriculum will be explained in this presentation by dividing it into five categories. Descriptions of the courses discussed may be found in the college catalogue.

1. Graduation requirements and general education,
2. Related business instruction,
3. Hotel and Restaurant classes,
4. Food Preparation and Service Training,
5. Work Experience.

1. REQUIREMENTS AND GENERAL EDUCATION

The basic graduation requirements for Hotel and Restaurant majors parallel those of the general student body. These requirements are met by Hotel and Restaurant majors in competition with other majors and are taught by full-time credentialed members of the regular faculty who hold master's degrees in their subject matter field. This assures the faculty that Hotel and Restaurant Department graduates will meet the same standards as other graduates of City College. The basic graduation requirements include:

HOTEL AND RESTAURANT CURRICULUM*

● The sequence of instruction leading to the degree of Associate in Arts and Certificate of Proficiency is indicated by the following program:

First Semester

	Units
English (Communications) Requirement	3
Math Requirement	2 or 3
Accounting	3 or 4
Elementary Quantity Food Preparation	6
Orientation to Hospitality Field	1
Sanitation	½
Physical Education	½
	16 or 17

Second Semester

	Units
Health Requirement	2
Restaurant Operation	6
Advertising & Promotion	1
Practical Speech	2
Restaurant Accounting	1½
Front Office Procedures	1
Purchasing & Food Control	1
Physical Education	½
	15
Summer Work Experience	2

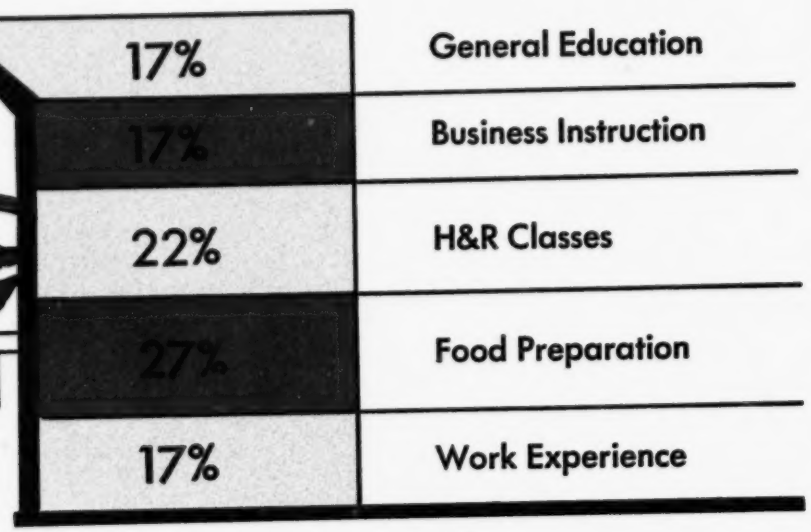
Third Semester

	Units
American Institutions Requirement	3
Business Law	3
Storeroom Operation or Advanced Food Preparation	6
Garde Manger	1
Meat Analysis	1
Menu Making & Nutrition	1
Hotel Accounting or Advanced Pastry & Decorating	1½ or 1
Physical Education	½
	17 or 17½

Fourth Semester

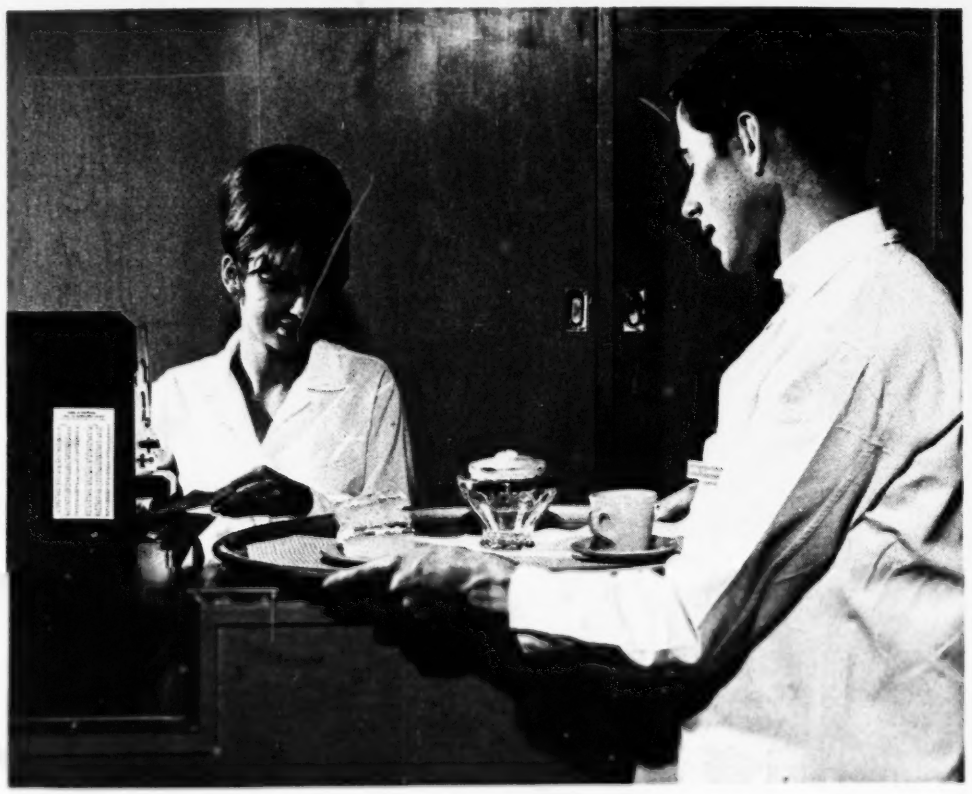
	Units
Business Correspondence	3
Work Experience (Field Work)	3
Hotel Front Office Accounting & Auditing (1) Hotel Problems (1) and House-keeping (1) or	3
Advanced Food Preparation - Specialties	1
Beverage Service	2
Civic Relations	½
Taxes, Leases & Insurance	2
Human Relations in Business	3
Physical Education	½
	15 - 17

INGREDIENTS NECESSARY FOR A SUCCESSFUL HOTEL AND RESTAURANT PROGRAM



*Program will vary with test performance and previous school background.

● *Weight of quantity food deliveries being verified on automatic printing scales by Dalton Williams and Morris Wong. (BELOW) Checker Tony Hooper prices Bob Dannehold's order*



A. English - All students, on matriculation, are required to take an examination in English. Students who pass have met the requirements. Depending on their performance, others are required to take and pass with a grade of C a two-semester course, Communication 5A, B, or a one-semester course, Communication 6.

B. American Institutions - United States history, and state and local governments. This requirement may be met by taking a one semester course planned for this purpose or a student may choose a prescribed two-semester combination of political science, history, and economic history.

C. Personal Health - Students are also required to take a health knowledge examination. If they fail the examination they are required to meet this requirement by taking a one-semester course in Personal Health.

D. Physical Education Requirement - Each student is required to pass a course in a physical education activity during each of his first four semesters.

E. Mathematics - Students who fail the entrance examination in mathematics are required to obtain a passing grade upon completion of that subject. Hotel and Restaurant students often meet this requirement by taking one of the business math courses described under related business instruction.

F. Major Requirement - A candidate for the A.A. degree must have completed twenty units in a particular field of study. By meeting this minimum requirement a student may graduate with a major in Hotel and Restaurant operation but he does not receive the Certificate of Proficiency which is recognized as the college's passport to employment and is awarded to students completing the suggested curriculum on Page 17 with at least a C average.

2. RELATED BUSINESS INSTRUCTION

A. Business Mathematics - one semester.

The student is assigned to one of several courses on the basis of his score on the entrance examination. His placement may be in a very basic course or a course that is transferable to a college or university. The placement procedure provides the student with a course at his entering level of math competency and en-

ables him to proceed to as high a level of performance as possible. In any case, he is required to acquire a competence in mathematics that will enable him to handle the Business Records and Record Keeping course.

B. Accounting - On the basis of his entrance scores each student is placed in a semester course in regular college accounting or in a basic course in business records and record keeping. In any case the goal is to have the student achieve as thorough an understanding of accounting as possible and to be certain that each student who graduates has an understanding of financial and accounting routines.

C. Commercial Law - A one-semester course designed to develop some understanding of the nature, purpose, and source of the law. An effort is made to bring in cases dealing with the hospitality field.

D. Business Correspondence - A one-semester course stressing the writing of letters, memorandums, and reports.

E. Personal Adjustment and Human Relations in Business - A one-semester course planned to develop an understanding of human behavior and relations with application to business and industrial situations.

3. HOTEL AND RESTAURANT CLASSES

A most important ingredient of the curriculum is the class work dealing with special aspects of the hospitality field. The instructor may be a member of the regular staff with industry experience in the areas covered or he may be one of the considerable number of highly qualified part-time instructors from industry who generously give their time to teach in the program.

As in other courses, performance in these courses is evaluated by examination and is based on mastery of subject matter and skills covered as well as understanding of industry demands.

Experience has demonstrated that the entering student's commitment to the hospitality field is only tentative and not clearly defined as to where in this broad and diverse industry he ultimately expects to work. These observations have influenced the curriculum in the following ways:

The first semester is considered exploratory, and a serious effort is made to orient the student to the great variety of opportunities available in the field.

Students are required to take basic courses that train for both the front and back of the house for the first two semesters. Too often students who indicate on entry that their goal was a position at the desk of a hotel have been employed in restaurants on graduation.

After the summer work experience recognition is made of differences in aptitudes and interests, and provision is made for individual choice of electives. Yet the major hotel has much in common with the restaurant, and, as a result, the opportunity for such election is minimal.

For purposes of further analysis of the nature of the Hotel and Restaurant ingredient of the program, courses may be considered as falling into four categories (descriptions of the courses may be found in the college catalogue):

a. Courses applying to all types of operation

b. Courses applying primarily to food service, either hotel or restaurant

c. Courses designed primarily for the front office

d. The elective pattern

● *Modern office machine training is offered to all students who show aptitude in hotel or restaurant accounting practices*

● *Students assigned to the Cafeteria Laboratory gain practical experience serving students at steam table*

A. Courses Applying To All Operations

Orientation to the Public Hospitality Field - Provides an urgently needed survey of the field and its opportunities. Extensive use is made of guest lecturers and field trips. A *Sanitation* course, taught by a professional from the San Francisco Health Department, is given early in the curriculum to provide principles of sanitation that can be applied and reinforced in the food preparation and service laboratory.

In subsequent semesters courses offered in this category include *Advertising and Promotion,* designed to acquaint students with media and techniques of sales and promotion. A course in *Beverage Service* is taught by two experts from the field—the beverage manager of a leading hotel who lectures for two hours each week on service and control, and a widely recognized authority and author on the subject who deals weekly with the nature and service of wines. The resident manager of our largest hotel devotes three hours a week to inform our fourth-semester students about the nature and problem of *Taxes, Leases and Insurance* as they apply to the hotel and restaurant. *Civic Relations,* a one-hour lecture course, is taught by the general manager of the excellent Convention and Visitors Bureau and provides an insight into the very important relationship of that bureau with the economy of the city and particularly that of the hospitality field.

B. Courses Related Primarily to Food Service

Restaurant Accounting and *Food Purchasing and Control* are taught by a highly qualified staff member in the second semester. It is felt that by this time the students have sufficient background to understand these subjects. These courses are offered early enough to assure that the material covered in class will be applied and reinforced in the operation of the school cafeteria and in work experience. *Meat Analysis* is taught to all students since an understanding of the fabrication, control and purchase of meat, poultry, and fish is essential knowledge for anyone aspiring to a responsible position anywhere in the hospitality field. The same might be said of a thorough understanding of menu planning, and, as a result, all students have the good fortune of having as their instructor in *Menu Making* and *Nutrition* a highly respected executive with extensive experience in hotels, restaurants, and resorts. In *Garde Manger* the students are taught by their chef instructors the preparation and organization of foodstuffs for buffets, culinary exhibits and cocktail service.

C. Courses Related Primarily to the Front Office

In the second semester, prior to summer work experience, all students are introduced to and provided with an understanding basic to the operation of the front office in *Front Office Procedure*. This course, taught by a staff member experienced in this field, is given at this time so that it might influence the wise selection of summer work experience and the choice of the elective pattern.

D. The Elective Pattern

Since the City College program is so heavily weighted in favor of the back of the house, the food service electives are quite advanced. They include *Advanced Baking and Decoration,* which applies equally to pastry and food decoration, and *Ad-*

vanced Food Preparation Specialties, a laboratory taught by our executive chef instructor training in the preparation of classical dishes.

The faculty and Advisory Committee feel that the heavy emphasis on foods is essential even to the student seeking a career in the front of the house. Yet there are certain other understandings that must be developed by these students. They are therefore afforded an opportunity to elect a one-year course in *Hotel Accounting* taught by a staff member experienced in this field, a course in *Hotel Housekeeping* taught by the executive housekeeper of a leading hotel, and a weekly seminar in *Hotel Problems* to prepare them for the myriad problems confronted at the front desk.

4. FOOD PREPARATION AND SERVICE TRAINING

The wise decision to tie the operation of the college cafeteria to the training program provided a sound setting for training in quantity production and for simulating the pressures of industry. The cafeteria did approximately $200,000 in business at cost in the 1965-66 school year of 175 days, serving breakfast, lunch and an occasional banquet. All this food is prepared and served by the students under supervision of chef instructors.

Classes in food preparation service training courses each consist of instruction four or five hours daily. One hour each day is devoted to lecture and discussion of pertinent materials presented by chef instructors or qualified guest lecturers. Here, particular attention is paid to forecasting cost of menu items prepared, and proper storeroom controls of foodstuffs and materials issued. The balance of allotted time is spent in the laboratory at one of the preparation or serving stations. Students remain at stations from two to three days to two weeks, depending upon the training value at each station.

Students in these classes are expected to understand the operation of the many pieces of industry-type equipment described elsewhere in this report. The first two days of class each semester are spent in an orientation to the use and operation of this equipment and in the necessary safety precautions that must be learned.

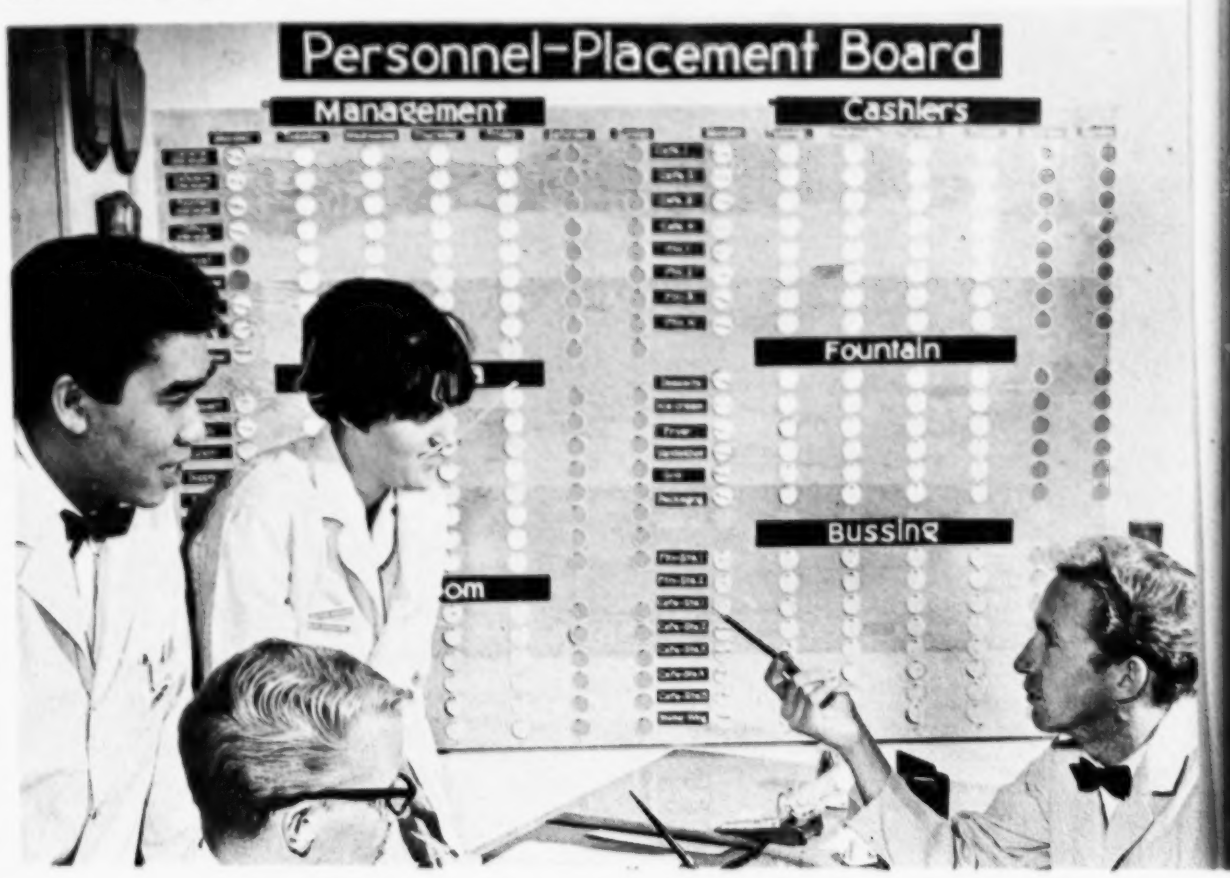
Evaluation of performance in these laboratories is made on the basis of mastery of materials presented in the lectures and performance in the food laboratory. In the latter case, the standards of industry prevail.

In practice, overlapping exists in student assignments in the laboratories. For example, students who take elementary food preparation the first semester take restaurant operation the second semester. Another student group rotates in the opposite direction. This method provides a core of sufficiently experienced students in each laboratory so as to be certain that the heavy demands of food service in each area may be met successfully.

A. Elementary Food Preparation

Baking - Section 1 - Half of this class spends nine weeks rotating through the following baking stations: cakes and icings, bread and rolls, Danish pastries and coffee cakes, French pastries and puddings, pies and cookies, oven bake-off and student chef. All of our baked goods, except sandwich bread, are prepared and baked by these beginning groups.

● *Student Manager Ron Miller discussing daily assignments with Ken Ching, Alda Davencens and Jim Thiele*



Cooking - Section 2 - The remaining period of nine weeks is spent in the elementary cooking section. Elementary cooking consists of preparing and studying about breakfast cookery, assorted salads, dressings, sandwiches, and serving the public. Students in this section are charged with the morning operation of the fountain area specializing in breakfast service and some short order items.

After nine weeks, students in this category are rotated from Section I to Section II.

B. Restaurant Operation

Students in this class are divided so that all students have some experience in cafeteria, fountain and dining room service. In rotating these students an effort is made to give as many as possible some training in purchasing and storeroom operation. The class is divided into groups that are placed under the instructors in charge of the Faculty Dining Room and the cafeteria and fountain.

The Faculty Dining Room provides table service to over 125 faculty members and guests daily. The students rotate as waiters, bus boys, hosts, checkers and cashiers. They are trained in the service, maintenance, and management of the dining room.

The cafeteria and fountain serve 1,000 breakfasts, 4,000 lunches, and 1,000 vending machine items daily. The students from the cooking section of the elementary food preparation class man the fountain area until 11:00 a.m. when they are relieved by students from the companion class. These students are organized in a manner resembling that of industry and rotate through stations as general manager, cafeteria manager, fountain manager, office manager, serving in the cafeteria line, on the floor, in the automatic food serving area and in the dishwashing room.

C. Quantity Food or Storeroom Operation

A few third-semester hotel-oriented students are placed in charge of the storeroom, where they are concerned with receiving, storing, and maintaining inventories of goods received and issued. The rest take the course in *Advanced Quantity Food Preparation*. They prepare all of the food consumed by the student body and faculty other than that prepared by the elementary food preparation class and the fountain crew of the restaurant operation. The class of 35 to 40 students is organized as a kitchen crew. A student chef and sous chef are selected and students are assigned to stations such as the butchering, soup making, vegetable, and next-day preparation. They prepare dishes that vary from spaghetti and hamburgers to classical dishes such as Breast of Chicken Eugenie. They also prepare hot food items served in the food vending area.

Two chef instructors are assigned to this group, each supervising half of the stations. The executive chef instructor has overall supervision of the entire food operation.

5. WORK EXPERIENCE

The work experience program is a joint project planned by the college and industry, serving Northern California resorts in the summer and metropolitan establishments during the entire year. The project has been operating for nearly 28 years, under the guidance of the Advisory Committee. Owners, managers, labor executives, and employees of cooperating establishments have assisted wholeheartedly in its development.

● *A Hotel and Restaurant class in room decor given in San Francisco's world famous St. Francis Hotel*

Graduates with Western International Hotels

NAME	POSITION	EMPLOYER
Charles Highstead	Accounting Department	St. Francis Hotel
William Bryant	Mgr., Bayshore Inn	Vancouver, Canada
William Jauregui	Asst. Mgr., Western Hotels	Caracas, Venezuela
Kay Sera	Accounting Department	Sir Francis Drake Hotel
Jim Martinez	Asst. Mgr. Ben Franklin Hotel	Seattle, Washington
Charles Shockey	Assistant Manager	Sir Francis Drake Hotel
Harold Gomez	Garage Supervisor	Sir Francis Drake Hotel
Peter Schwind	Front Desk	Sir Francis Drake Hotel
George Greich	Night Manager	Sir Francis Drake Hotel
William Burger	Front Desk	St. Francis Hotel
Carl Jensen	Maitre d'	St. Francis Hotel
John Harrison	Purchasing Agent	St. Francis Hotel
Peter Hudson	Mgr, Georgia Hotel	Vancouver, Canada
Andrew Gilardi	Maitre d', Ben Franklin Hotel	Seattle, Washington
Keith Hardman	Mgr., Ben Franklin Hotel	Seattle, Washington
Will Martin	Chef, Bannock Hotel	Pocatello, Idaho

The advantages of work experience now widely recognized in education circles were anticipated by this advisory group. They recognized:

1. that through work experience students would have opportunity to work with equipment and in environments not available on campus,

2. that working under interested industry supervisors would reinforce and supplement their classroom experience,

3. that the effectiveness of the program and the work habits and attitudes of the students might be better evaluated,

4. that the transition from school to job would be facilitated,

5. that many students might find an opportunity for permanent employment through their work experience contacts.

Evaluation of work experience has been the joint responsibility of the instructor in charge and the supervisor on the job. It is the responsibility of the instructor to make suitable assignments, prepare follow-up procedures, interview students and supervisors, prepare rating sheets and coordinate the activities between college and industry. In rating, stress is placed on the job application of the information, skills, and understandings and attitudes learned in the classroom. Emphasis is placed upon punctuality, good working habits and appreciation of performing a good job.

Between their second and third or third and fourth semesters students are placed in a full-time position for at least ten weeks of the summer in a type of operation for which they have aptitude and in which they show interest. They are required to turn in several reports on their experience and on their observations of the operation and others at work.

During their last semester, instead of taking a food laboratory course on campus, students spend Tuesdays and Thursdays at work without pay in a downtown operation. On the basis of student experience and interest, instructor observation and available opportunities, students are placed with hotels, clubs, restaurants, airlines and catering establishments. They replace no workers and receive no pay, but work alongside employees in one or several stations. This worthwhile experience is provided only with the wholehearted cooperation of labor and industry. Without such cooperation, the program could not be nearly as effective.

INSTRUCTIONAL HIGHLIGHTS . . . .

The effective implementation of the curriculum described challenges both the faculty and administration. Frequent reports from employers, graduates, and friends of the program provide a constant feedback that influences the direction of the total program. The characteristics that are most peculiar to City College of San Francisco and which lend strength to the institution's effort to train for the field are found in this section.

It will be noted in another chapter that in scheduling of students careful assessment is made of their background, abilities and aptitudes. This information is used primarily for counseling and placement. The first section of this chapter noted that performance in examinations influenced the programming of students.

The Hotel and Restaurant program in making allowance for these individual differences and in providing for persons of different abilities affords a setting wherein optimum opportunity for student success is available. Adjustment to the student's background improves the holding power of the College, assists its faculty in preparing as many sorely needed prospective hospitality field workers as is possible for entry jobs, and assures students of the best possible chance for success. This flexibility, which is characteristic of the sound junior college occupational program, deserves early notice among the instructional highlights of the Hotel and Restaurant program.

The advice first given by George D. Smith, founding chairman of the Advisory Committee, to stress back-of-the-house training has been a strong influence in the development of the curriculum. It has been noted that several community colleges recently entering this field of education have divided their program into front-of-the-house studies and food preparation programs.

At City College we are definitely committed to the broad training described in the chapter on curriculum giving strong emphasis to back-of-the-house training and providing each student with training in front office procedures so that upon graduation he will have at least sufficient preparation to enter one of the many distinct aspects of the industry.

This emphasis on back-of-the-house, perforce, requires a practical training. The wise decision to tie in the training in food service and preparation with the feeding of the student body and the faculty assured us of an opportunity for training under industry conditions. This provides a distinct advantage over the usual effort in community college programs of trying to simulate industry conditions. Our success in this early effort has shaped City College's other occupational programs so that as practical and realistic, a clinical on-the-job training program experience is sought for each of them. The setting for this training has made it possible to evaluate day-to-day progress of H&R students. The palatability of food prepared and the attractiveness of its presentation, is reflected in the volume of business and the acceptance of the students' production and service. The efficacy of their efforts to properly control portions and costs is reflected in the recurring reports of food, labor, and incidental costs and in the monthly statement of profit and loss. In addition, because the pressure of the volume of business is extensive, the instructors are continually stressing the attitudes as well as the work pace and conditions of industry.

The setting of the City College of San Francisco in a metropolitan area that is recognized as a leading hospitality center of the country is a fortunate one. It provides a multitude of opportunities for practical experience and the founders were wise to insist from the beginning on significant work experiences; those required during the summer session and in the fourth semester are described in the chapter on curriculum.

In addition, the setting provides students with excellent opportunities for field trips to all types of operations and for exploration of the many facets of industry so that they may make wise decisions as to their proper place in industry. Experience has shown that in addition to planned work experience, part-time opportunities are so numerous that all students attain worthwhile part-time training in excess of that prescribed in the program. The greatest concern of the administration is that these opportunities to work part-time are not abused so that they interfere with the class schedule.

The School Department, the college administration, its faculty and the Advisory Committee have wisely provided the department with industry-type equipment. The kitchens of Smith

Hall and the Statler Wing contain all types: the Radarange, pressure cooker, the ranges and ovens are all similar to those found in industry. The graduate going into the field will be hard put to find equipment that he has not yet seen.

The techniques of instruction in this department run the full gamut from laboratory experiences already described to lectures and lecture-demonstrations. In an area that involves as many tangibles as the hotel and restaurant field, it is obvious that one of the important techniques would be that of lecture-demonstration. Thanks to the munificence of friends from industry there are found all of the audio-visual tools; projectors of all sorts are available and used. A Vocational Education Act grant has made it possible to provide the lecture demonstration room with a closed circuit television installation. This resource has provided the best possible means of demonstrating the close manipulative tasks that are involved in food preparation. One can see from anywhere in the 90-seat room installation the chef instructor garnishing a lobster thermidor or sauteing mushrooms.

The capstone of efforts to provide the best possible instruction was realized when the Alice Statler Library was made possible. The contents of the library are described elsewhere in this report. However, it should be noted here that the establishment of such a library, in the setting of an occupational program, was experimental. The staff hoped that the presence of the library would provide an atmosphere for study that would help raise the performance level of the students; in addition, they had hoped that it would make the literature of the field so readily available that these students would make extensive use of it. The knowledge explosion has reached the hospitality field just as it has others. The hotel man or restaurateur of tomorrow will be functioning in a constantly changing and growing field. The education of today will be of little value if the recipient is not prepared to meet the exigencies of the future. It is our conviction that the Alice Statler Library has made it possible for us to acquaint and involve our students with the trade literature in a manner that will make it possible for them to keep abreast with developments. It is the feeling of the administration that not only has the establishment of the Statler Library proved to be a fortunate decision, but that it is such a sound one, that we are looking forward to establishing a similar resource in the setting of all other occupational programs at City College.

● *Closed circuit TV images in Statler Wing provide students with a clear view of instructor's demonstration*

FOOD OPERATION

The inextricable blending of the instructional program and the operation of the City College food feeding services are immediately noticeable to the visitor. The fortunate decision to commit the Hotel and Restaurant Department to such an obligation has been noted as a unique characteristic. A faithful recounting of the San Francisco story argues for additional detail on this instructional highlight.

Every seasoned hotel operator knows through experience that unless he is conscious of all facets of purchasing and distribution of food and beverages through a tightly controlled operation, the profits from a capacity business may be siphoned off through leaks because of loose controls.

Controls are exercised in many ways. In a small or medium sized operation one individual who has grown up with the operation may be successful in preventing leaks and losses of food and beverages by reason of his long experience.

However, in every large far-flung operation a central storeroom is recognized as the most practical way to exercise control so tight that all employees know that a daily accounting of supplies is available to the responsible directing heads of the organization.

Students, under the guidance of experienced instructors, operate the modern storeroom of the Hotel and Restaurant Department at City College. This laboratory was designed for maximum operation control.

Here students learn by doing. They handle all details of the operation as part of their daily assignments. Early in their training they recognize the need of accounting for all goods received and their ultimate consumption.

The faculty regards this experience as so valuable that all students are rotated through the storeroom stations during their first or second semester laboratories, Elementary Food Preparation (H&R 71) or Restaurant Operation (H&R 65). In addition, hotel oriented students or students with extensive food experience take the course, Storeroom Operation, five four-hour laboratories, (H&R 61). Following the practices of industry that storeroom and purchasing operations are separate functions, Purchasing and Food Control (H&R 106), two lectures weekly, acquaint the students with the basic related principles of purchasing, and certain students showing particular interest in this function handle the daily purchases for food operation.

Storeroom equipment includes weight-printing scales, adjustable galvanized iron shelving, foodstuffs handling equipment and modern office machines.

The storeroom was designed to meet specifications proposed by William M. Haberkern, then manager of the advisory services of Harris, Kerr, Forster and Company; Richard Flambert, partner in Flambert and Flambert, food consultants, and Winthrop W. Williams as a member of the faculty in charge of hotel and restaurant accounting courses as well as instructor in charge of storeroom operation.

**The college carries a higher food inventory than a hotel kitchen of the same size. There are two reasons for this. First, regulations require that canned goods must be purchased by competitive bids. Secondly, to give students more varied experience, a wider-than-usual variety of some items is used. For example, twelve types of shortening are kept in stock.*

Student Responsibility

Maintenance of stock levels is the joint responsibilty of the student chef, managers, storekeepers, and purchasing agent under the supervision of their instructors. The student chef is responsible for daily orders of fresh fruits, meats and vegetables that will be sufficient to handle the menu for several days.

Student managers of the fountain and cafeteria are responsible for estimating the daily requirements of bread, fresh milk, and ice cream. The student storekeeper maintains the proper stock levels of everything else in the storeroom, and the student purchasing agent consolidates all these requests and places the orders.

Numbered printed order sheets for staples list amount wanted, unit size price per unit, brand, description and grade.

The purchasing department prepares daily a sheet listing perishable items ordered for delivery the next day that do not require special purchase orders. These items are listed alphabetically by vendors. Quantities ordered and specifications, where necessary, are given. Copies of both order sheets are given to the receiving clerk to help him organize his work. This eliminates credit memos since differences are adjusted at the time of delivery.

All deliveries are compared with this sheet and no overages are accepted without the approval of the executive chef instructor or the storeroom instructor. As an order is accepted, a pencil check mark is placed beside the name of the vendor. If the order is not delivered by noon, the purchasing department is asked to check.

When deliveries are made, invoices are compared with the storeroom's copy of the purchase order and only those items listed on it are accepted. Prices are also compared, and, if there's a difference, the purchasing department is requested to determine the correct price. Purchase orders are then stapled to invoices.

***Quoted from an article by Winthrop Williams in Hotel Management, February, 1959.**

KITCHEN-BAKESHOP LABORATORIES

At 7 o'clock every morning of the college year fires are lighted on the gas and electrically heated, large ranges in the City College kitchen laboratories which signal the start of a new day for 100 students who prepare food for meals to be served in three different areas. They are enrolled in H&R 71 and 73.

An integral part of the Smith Hall kitchen is the bakeshop at the south end where bread, pies, cakes, Danish pastry, puddings, and French pastry are prepared for daily service, at the fountain beginning at 7:30 a.m., in the cafeteria from 11 a.m. to 1:15 p.m. and in the Faculty Dining Room beginning at 11 o'clock each day.

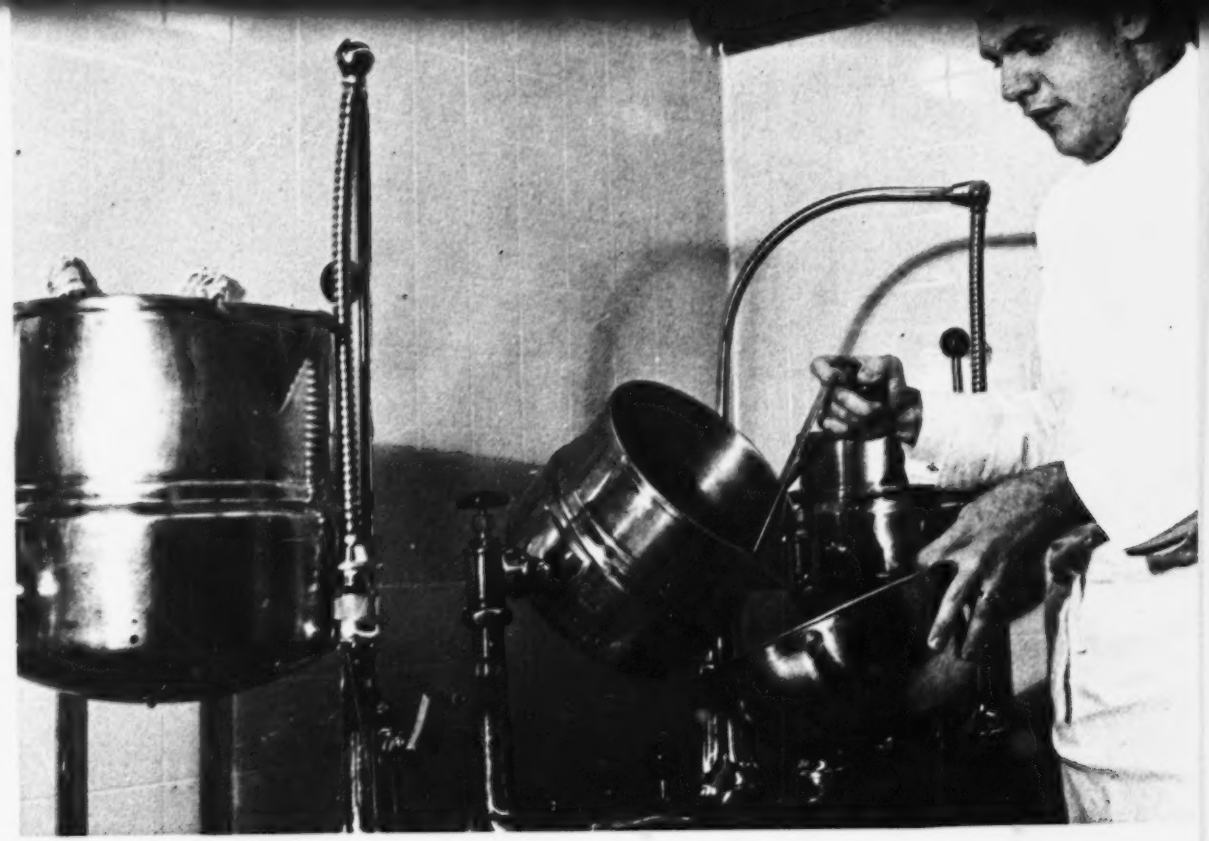
Students assigned to the kitchen or bakeshop are under the direction of five skilled chefs whose experience in their special fields qualifies them as faculty members.

Here students are not only acquainted with the actual handling of meats, vegetables and pastries, but they also become conscious of seasonal items which are in great demand. Where there is always an early sellout, assuming correct initial pricing, the cost per plate yields a maximum profit. Other items which move slowly in the dining areas involved, must be charged with loss from leftovers in every daily estimate of food costs.

Every student enrolled, is assigned to this large kitchen five times weekly, a laboratory in which he starts his day before going to classroom and approaching the related and theoretical subjects from tests and lectures. Rotation of students to the many training stations is followed thereby giving all the various laboratory experience at different points. Each training station is evaluated by instructors to determine the time needed to learn the required skill. Students serve for that length of time. It may be two, six, or even ten days.

All raw food and vegetables needed in the kitchen are obtained from the storeroom on requisition in exact quantities on which cost per pound is definite. These figures serve as the base on which costs per serving will be computed later in the day.

Here the student views the food daily from its raw state to delivery into the ovens, made ready for customer acceptance. The student knows that in industry raw food cost should be kept under approximately 35 percent of each dollar. To this he adds an amount of approximately 35 percent as labor cost. The remaining 30 percent is allocated generally as from 18 percent to 25 percent for all other costs such as depreciation, rent, water, light, heat and power costs, leaving an area from 5 percent to 12 percent for profit. This figure may vary downward to as low as 2 to 3 percent in the operation of restaurant chains.



● *Modern equipment of all types abounds in the kitchen laboratories to acquaint students with all makes*

Because of the non-profit character of the food service laboratories at City College, i.e., a lower selling price to students, and the fact that many of the usual labor costs are not necessary because of the students' role in preparation, more may be spent on food. This factor results in higher food cost percentage wise, amounting in excess of 60 percent. The Hotel and Restaurant student is constantly reminded of this local factor and that the national food cost norm is about 35 percent or less.

This discussion inevitably occasions inquiry relative to "free" labor or student exploitation which is refuted by reference to the careful weighing of each station's training value and the students' reward with scrip which is explained in the section on finances.

● *The Faculty Dining Room provides a laboratory for Wade Schnee's training in daily dining room operation*

In addition, an associated subject, Portion Control, is taught. In lectures the Hotel and Restaurant students learn that portion control must start in the kitchen where a chart is provided including the correct weight and size of every dish served.

Here the student is also made conscious of the fact that constant daily serving of a 6 ounce salad where the portion chart calls for 4 ounces adds 50 percent to the cost of the item and can result in losses reaching $100 daily in a large establishment.

For example, emphasizing the importance of cost consciousness, each student is required as part of his laboratory to analyze and submit to his instructor a breakdown cost of 24 servings of of one entree, completing the total cost, and the cost per portion.

This process results in obtaining the cost of 11 ingredient items which go to make up the entree, Spring Chicken Saute with Curried Madras, containing 12 chickens, 6 apples, onions, solid pack tomatoes, chopped garlic, curry powder, flour, margarine, brown sauce, salt and pepper and sauterne. In this case, the cost of 44 percent serving with no leftovers is in excess of the 35 percent cost recognized in industry. While the student has before him constantly the lower 35 percent target of industry, allowance is made here for the student being in excess of national standards while he is learning.

Laboratory classes serve two purposes: one of production similar to the foods industry, and one of learning by doing.

CAFETERIA AND FOUNTAIN

Daily, four areas serve as laboratories for students assigned to study the various facets of food service which encompass the Faculty Dining Room, cafeteria, fountain and automatic dispensing of food.

The operation is in charge of four separate student crews, one which operates service from the fountain beginning at 7:15 a.m. daily. The crews work various stations in the cafeteria, dishing up food from 11 a.m. to 1:30 p.m. daily. In the automatic service area students are assigned to refill containers and make change.

Five stations of assignment and responsibility are divided as follows: cashiers, fountain, bussing, vending, and cafeteria with individual managers assigned to each area all under the direction of a general student manager.

Control of the dishroom, adjoining, is also under the general supervision of this group.

Faculty members are in the area at all times during the day for supervision over students or managers and instruction involving day-to-day spot problems.

Here students come face to face with the advantages and disadvantages of various methods of cafeteria service in the scramble and straight line system of dishing up cafeteria foods.

The exacting requirements of individual dining room table service are experienced by students who are assigned in rotation to the Faculty Dining Room, the entire operation of which is under student management under guidance of a faculty member.

The Faculty Dining Room has a crew of student waiters, complemented by a food checker, receptionist and cashier who operate the facility, adjoining the kitchens on the south side, from 11 a.m. to 1 p.m. daily serving approximately 150 faculty members and their guests.

The daily format is sometimes varied with cart or buffet service. Training in the variations for catering to banquets is given at occasional events at night.

MAINTENANCE OF PLANT

Personal appearance, cleanliness, sanitation, clean-up and maintenance are vital terms in the lexicon of the modern innkeeper.

While references to all phases of this important subject are listed formally in only one course (H&R-108—Hotel and Restaurant Sanitation), cleanliness and clean-up are treated in the majority of subjects listed in the Hotel & Restaurant curriculum.

Initially, personal appearance and habits are considered as a qualifying factor in each student who presents an application for admission to the Hotel and Restaurant Department.

From this base is built the super-structure of cleanliness, sanitation, clean-up and maintenance so vital to the success of any modern establishment in the hospitality field. On the personal side the male student is taught from the following text:

Hair — Clean and moderately short. Avoid too liberal use of hair preparations. A cap which shows stain from hair oil is unsightly.

Nails — Short and clean. Shoes — Clean and in good repair. Socks — Clean.

**Uniform — Any uniform which is a badge of trade or profession should be worn with dignity and pride.*

*Coat — shirt and underwear clean. Cap — clean and white; never disfigured by sketches or lettering.***

*Trousers — wash trousers preferable. Bake shop: white. Kitchen and dining room: according to policy of house.***

*Aprons — should be used economically, but changed as often as cleanliness requires.***

*Side towels — should be used at all times, and like aprons, be changed when necessary.***

Neck cloth (neck tie) — should be worn to absorb perspiration.

Hands — Hands should always be washed, before starting work with food, food equipment, or eating utensils. Always wash hands again when returning to a food area from any other area. e.g. from the lunch room, rest room, etc.

Gum and Tobacco — Never use while on duty; never use in any food area.

*Laundry is a significant percentage cost in any food operation. Therefore, the worker who is careless and soils his uniform unnecessarily, will increase laundry cost. He is not only a sloppy worker but also a costly one.

**These items apply primarily to Back of the House.

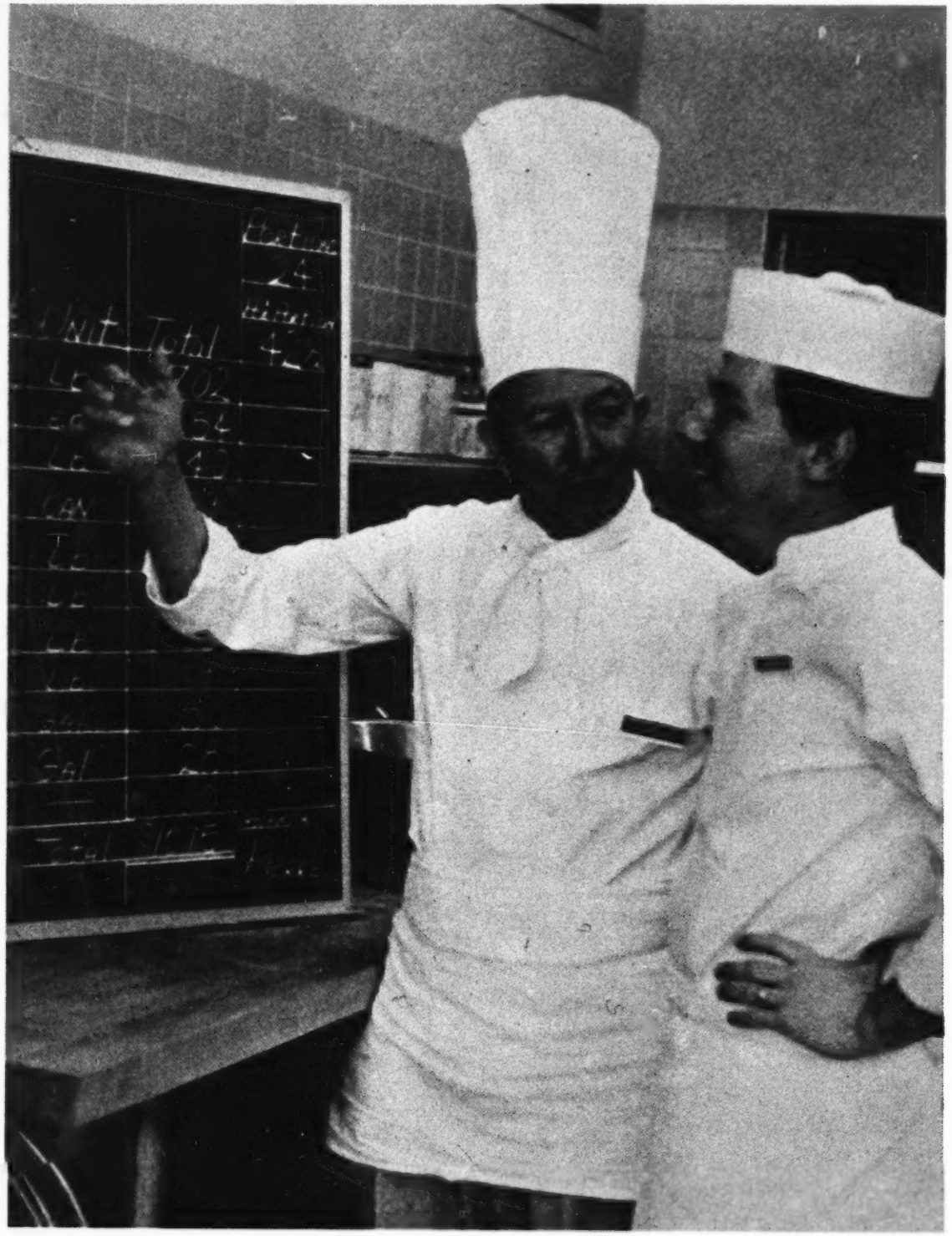
● *Bob Eustes and George Battha brave the requisition clerk in the food storeroom concerning a questioned withdrawal of stock*

Apart from the personal, cleanliness is a "must" in every operation in the storeroom, the bakery, the kitchen, the ranges, the meat block, the dishing-up areas, the cafeteria, steam tables, the fountain area, the Faculty Dining Room, in dishwashing, in disposal of garbage. Each student is responsible for the cleanliness of his station and is directed to clean-up daily.

In all of the above operations students are reminded of the key course, Sanitation (H&R 108), which is presented through the cooperation of the Sanitation Department of Public Health. Here all phases of food sanitation, public health laws, and problems in hotel and restaurant sanitation are discussed.

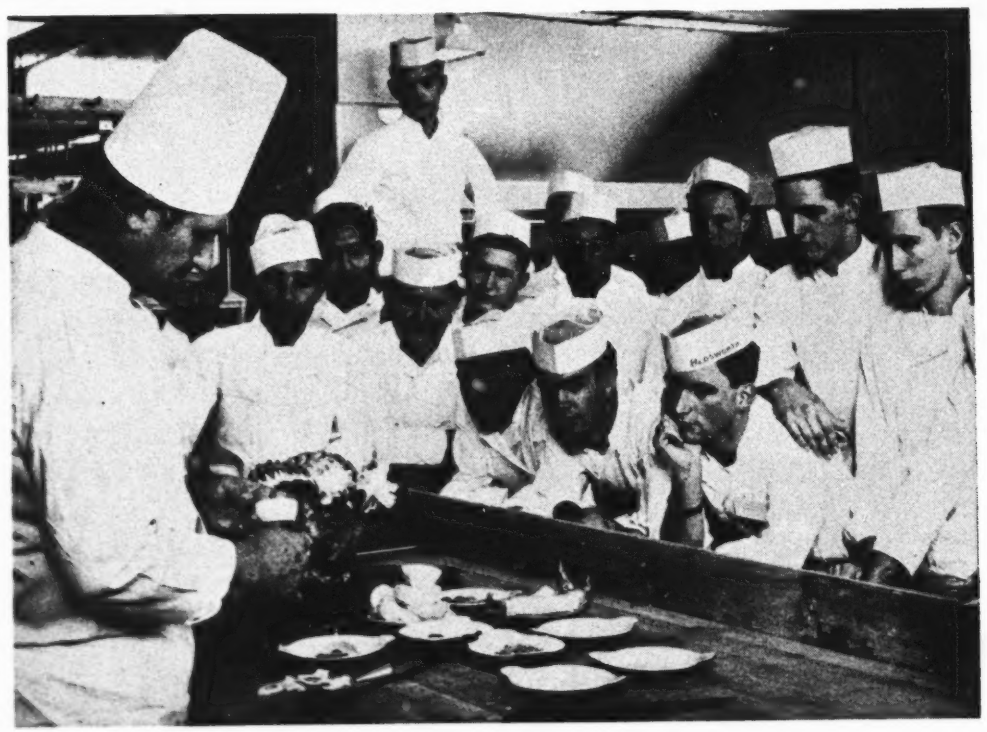
The daily clean-up crew at City College is composed of a staff of eleven students who deal with disposal of all garbage which is compressed and delivered to a scavenger service nightly. Included in the duties of the same group are the use of hoses and mops to clean all floor areas and a compressed air steaming of all rubber mats used on the premises. The sanitation course also includes instruction in how to prevent infestation (cock roaches and weevils, the latter sometimes being considered the scourge of the storeroom if they infest flour and like materials).

A professional crew of janitors assigned to the college by the Civil Service Commission cares for general janitorial services in the larger areas.



IN THE CITY COLLEGE FACULTY may be found the source of the institution's success. Here reside outstanding professionals representing continental influence as well as that of America.

A FACULTY FOR HOSPITALITY EDUCATION



THE FACULTY . . .

The hallmark of the junior college is that its faculty is preoccupied with its principal function, teaching. City College of San Francisco's subscription to this principle is demonstrated in its assignment of faculty and scheduling of students here as well as in all other occupational programs.

The most highly qualified person available is brought into each classroom. Thus, Hotel and Restaurant students in meeting their general graduation requirements and taking their related business instruction in classes are taught by experienced teachers who hold at least the master's degree. Hotel and Restaurant instructors are experienced, competent, highly regarded professionals who have an interest in teaching and have demonstrated possession of the competence basic to the successful teacher. These qualifications are equated with college preparation of those teaching in the academic areas and as a result these professionals receive equal consideration in all matters.

The City College Hotel and Restaurant faculty runs the entire range of formal education from old world universities on the continent to leading schools and colleges in the United States. More valuable to the student in the hospitality field is the universal experience in famous hotels and restaurants throughout the world which the full-time faculty brings to every lesson they teach, every dish they prepare.

From the beginning City College has recognized the equality of all subjects taught. The contention of the City College administrators that salaries be based upon experience in industry as well as academic background has been recognized in San Francisco salary schedules with the result that leaders in their respective fields have been attracted to the college faculty.

Apart from 10 full-time instructors the faculty is rounded out with 11 specialists from industry who are able to bring to the student the expert word which comes from constant contact in specialized fields.

Typical of faculty experience is that of Pierre Coste, who served for a number of years as executive chef at the St. Francis Hotel and later at the Mark Hopkins in which capacity he won the appreciation of San Francisco's gourmets as well as the San Francisco Chef's Association which engaged him to teach a course to up-grade chefs. From the world of famous club dining rooms is Tony Achermann, formerly executive chef at the Olympic Club, San Francisco, and Larry Wong, co-owner of the famous Four Seas Restaurant.

The low ratio of student to faculty permits the student in Hotel and Restaurant training to enjoy the advantage of being acquainted personally with his instructors and more important the instructors have a firsthand acquaintance with the outlook and ambitions of students, an approach which provides on-the-job in the laboratory counseling.

Certification is required for junior-college teachers in California at the present time, although under certain conditions professional preparation in education courses may be completed while the teacher is employed in a probationary status. The current regulations provide that an applicant for a credential must have met one of the three following sets of conditions:

1. Possess a master's degree in the subject to be taught, or
2. Possess a bachelor's degree and, in addition, three years of occupational experience consonant with the major field of the degree and related to the occupational field to be named on the credential, or
3. Possess an associate degree or have completed 60 semester hours of course work, and in addition, three years of experience in the occupational field to be named in the credential.

Through the technique of providing several channels to certification, the State of California has made it possible for persons with heavy occupational experience and two years of college preparation to acquire a credential. On occasion the argument is heard that these certification requirements are too rigid. One might ask why any college preparation should be required for those who come to their teaching assignments with extensive occupational experience and an ability to communicate effectively.

Certification requirements, if they exist, should be sufficiently flexible to enable an institution to hire that type of teacher it needs to get the job done. Once a teacher is certified, regardless of the manner in which certification was granted, he should be authorized to teach in the area of his special competence. The certification agency does not seek to establish a hierarchical caste system among teachers which would favor those with heavy

academic training and penalize those with heavy occupational experience.

City College of San Francisco has adopted personnel policies consistent with certification requirements as regards equal treatment of teachers with academic and occupational backgrounds. College policies reflect this philosophy of equality as follows:

● *Instructor John Dunn is explaining to Harry Payne efficient operation of a modern coin-changing machine*

1. There is no professorial rank. All teachers are classified as "Instructors."

2. There is a single salary schedule with no pay differentials for bachelor's or advanced degrees.

3. New instructors may be granted advanced placement status on the salary schedule for either academic or occupational experience.

4. Faculty teaching load is the same in occupational areas as in "academic" areas.

5. Equal opportunity to attend industry and professional meetings is afforded all faculty members.

6. All faculty are eligible to participate in and hold office in faculty organizations, e.g., faculty senate.

7. Faculty in occupational fields enjoy the same fringe benefits as other faculty, e.g., sabbatical leave right, sick leave, etc.

In academic circles, one aspect of professional growth is measured by the amount of additional graduate work a faculty member has completed. For those who teach in the H & R program (or occupational programs) it seems fitting that additional appropriate occupational experience during the summer period would be an equally satisfactory measure of professional growth. H & R instructors at City College of San Francisco are in great demand during the summer months for high-level positions in their occupational fields. The administration encourages these faculty members to engage in summer occupational activities to the extent compatible with their personal responsibilities. The rewards are great for the institution whose faculty is up-to-date in the technical aspects of their occupational field of specialization. Curriculum, student interest in the program and faculty self-confidence all are enhanced through meaningful faculty work experience.

A most important ingredient in the success of the H & R program is the preservation of equal status of its faculty with other faculty in all ways. Occupational training will never succeed in an institution where it is accorded a second-class status. The most effective means of insuring total faculty acceptance of occupational programs is to provide its faculty members with the same rights, privileges, professional recognition, and benefits as other faculty members.

FULL-TIME FACULTY

The full-time Hotel and Restaurant faculty is as follows:

TONY ACHERMANN ..... *Advanced Food Preparation*
Experience: Olympic Country Club, San Francisco, 10 years; Park Crescent Hotel, New York; The Knickerbocker Club, New Jersey; Palace Hotel, Berne; Hotel Schweizerh of Lucerne; Hotel Lugano, Lugano; Hotel Baur au Lac, Zurich; Hotel des Berques, Geneva; Hotel des Palmiers, Lausanne.

PIERRE M. COSTE ..... *Chef Training, Advanced Foods*
Graduated Ecole Hoteliere, Lausanne
Experience: executive chef, Hotel St. Francis, San Francisco, 12 years; executive chef, Hotel Mark Hopkins, San Francisco, 1 year; catering manager, Curtola Company, Oakland, 2 years. At City College of San Francisco since 1948.

JOHN W. DUNN ..... *Orientation to the Hospitality Field, Restaurant Operation*
A.B., San Francisco State College
Experience: manager, Sheppard Hill Country Club, 2 years; manager, Food Service, Greystone Park State Hospital, Morristown, New Jersey, 1 year; salesman, Dugan Brothers Bakery, Madison, New Jersey, 1 year; sanitation specialist, Slater, Philadelphia, Pennsylvania, 1½ years; at City College since 1954.

ROY F. HAMMERICH ..... *Advanced Food Preparation*
A.A., City College of San Francisco
Experience: fry cook, Palace Hotel, San Francisco, 1 month; U.S. Army; assistant garde manger, St. Francis Hotel; apprentice cook, Hotel Angleterre, Copenhagen, Denmark, 1 year; roast cook-broiler, Olympic Club, San Francisco; assistant sauce cook, Clift Hotel, 6 years; sous chef, St. Francis Hotel; chef, El Prado, Plaza Hotel, 2½ years. Part-time garde manger and meat analysis instructor, 2 years. Full-time faculty at City College since 1960.

JAMES L. LONGO ..... *Hotel Accounting and Storeroom Operation*
A.A., City College of San Francisco
Experience: All departments through executive assistant manager, Sir Francis Drake Hotel, 7 years; project manager for Purchasing, Interior Design and New Construction for Western Hotels, 4 years; manager for site housing and feeding for Air Force Minute Man Program, Western Hotels Industry Services, Great Falls Montana; Cheyenne, Wyoming; Minot, North Dakota, 3 years.

GEORGE MULLER ..... *Hotel Baking*
Experience: partner Muller's Quality Bakery, San Francisco, prior to 1943; baker, Wirth Bros., San Francisco and Priscilla's Cake Box; staff sergeant baker, United States Army; two years consultant to San Mateo

● *Instructor James Longo explaining organization of a modern hotel to a class in recurring Hotel Problems*

School District Cafeteria System; consultant, San Francisco Unified School District. At City College since 1947.

EDWARD NYLUND ..... *Pastry Baking*
A.A., City College of San Francisco.
Experience: ship's cook, first class, United States Navy, 3½ years; pastry cook, Palmer House, Chicago, 1 year; ice-cream maker, Palmer House, Chicago, 6 months; pastry cook and decorator, Hotel St. Francis, San Francisco, 1 year; Bohemian Club, garde manger; Clift Hotel, San Francisco, relief pastry chef. At City College since 1948.

NINA E. TUCKER ..... *Restaurant Operation, Cost Control*
B.S., University of Nebraska
Experience: resident auditor, Eppley Hotel, Omaha, 7 years; food cost accountant, Palace Hotel, San Francisco, 5 years; auditor, Hull Hotel Company, Los Angeles, 4 years; resident auditor, Coconut Island Club, Honolulu, 1 year; director, Y.W.C.A. cafeterias, 4 years. At City College since 1947.

WINTHROP W. WILLIAMS ..... *Librarian, Alice Statler Library*
A.B., Indiana University; M.S., Indiana University, L.L.B., Indiana University
Experience: licensed as public accountant, State of California; assistmanager, auditor, and resident manager for Gilliatt Hotels, southern Indiana, 18 years; commanding officer, Civilian Conservation Corps camps, 3 years; supervising auditor, Golden Gate International Exposi-

tion, 1939-40; controller, Tiny's Restaurants, San Francisco, 1 year; lieutenant colonel and commanding officer of supply depots, United States Army Signal Corps, 5 years. At City College since 1941.

LAWRENCE B. WONG ..... *Restaurant Operation*

A.B., San Francisco State College

Experience: manager, Galileo High School cafeteria, San Francisco, 3 years; dining-room and kitchen steward, Hotel Benjamin Franklin, San Mateo, 2 years; night manager, Simon's Restaurant Chain, Los Angeles, 6 months; assistant manager and auditor, San Francisco Naval Shipyard Cafeterias, 1 year; instructor in stewarding, United States Maritime Commission Cooks and Bakers Training Program, 3 years; past president, International Food Service Executives Association; co-owner, Four Seas Restaurant, San Francisco. At City College since 1941.

EXPERTS FROM INDUSTRY

The part-time faculty is as follows:

LEON D. ADAMS ..... *Beverage Control*

Author of three books on wine. Well-known lecturer on the subject. Founder and first secretary of the California Wine Institute and Wine Advisory Board. Grand counselor of the Academie du Vin de Bordeaux and advisor on wines of the U.S. Department of State.

DONALD DEVOTO ..... *Hotel Leases, Insurance and Taxes*

Resident manager of San Francisco Hilton Hotel. Holds degrees in Hotel Administration from Cornell University and in Business Administration from University of California. Past president of the Hotel Sales Managers Association and president of Northern California Chapter, Cornell Society of Hotel Men.

HANNELORE DITTLER ..... *Hotel Housekeeping*

Executive housekeeper at St. Francis Hotel. Originally trained in Germany, Switzerland and England. In 1960 dining room manager of Jackson Lake Lodge and in 1958 in charge of training for Treadway Inns, New York.

MARCEL HOLZGANG ..... *Garde Manger*

Executive chef of S.F. Commercial Club. Graduate of Swiss Hotel School, Lucerne, Switzerland. Former director of Chef's Association of Pacific Coast, Member of Gastronome Club of S.F.

PAUL HEUBENER ..... *Restaurant Operation*

Maitre d', Fairmont Hotel, previously at Mark Hopkins, Trader Vic's, Clift Hotels, San Francisco. Author of *The Gourmet's Host*, first edition 1961, second edition 1967.

HERBERT E. LOHMANN ..... *Advanced Pastry Baking and Decorating*

Pastry chef at Sir Francis Drake Hotel. Formerly pastry chef for Western International Hotels, American President Lines. Original training hotel schools of Germany and Washington, D.C.

RICHARD E. PALTENGHI ..... *Advertising and Promotion*

Owner-manager, Richard Earl Associates. Holds degrees from the University of California and American School of Foreign Trade. Captain, U.S. Army, 1941-1946, and sales manager at Palace Hotel, 1950-1954.

S. J. SANCHEZ ..... *Hotel and Restaurant Sanitation*

Senior food and environmental inspector, San Francisco Health Department. Attended University of California and San Francisco State College, courses in biological sciences and public health. Previously Sanitarian, City of Oakland, California.

ROBERT J. SULLIVAN ..... *Civic Relations*

Manager, San Francisco Convention and Visitors Bureau. Previously executive director of the Reno Convention and Visitors Bureau. Attended University of San Francisco and University of Nevada. Member of various travel and convention organizations and services and on the Tourism and Visitor Services Commission of the State of California.

WARREN SPILLANE ..... *Beverage Service*

Beverage manager and executive steward at St. Francis Hotel. Holds B.S. degree in economics from University of San Francisco.

HUBERT E. VISICK ..... *Menu Planning and Nutrition*

Merchandising manager, Foster's Lunch System. Formerly superintendent of Hotels Division, Allied Properties, superintendent of operations, Eppley Hotels Co., and assistant general manager at Sun Valley Resort for Union Pacific Railroad.

● *Students visit Paul Masson Winery with Instructors Tony Acherman and Leon Adams, lecturer and author, "Commonsense Book of Wines"*

OUR CHALLENGE — A student today, a hotelier or restaurateur tomorrow.

THE HOTEL AND RESTAURANT STUDENT

SECTION FOUR

STUDENT CHARACTERISTICS

A composite view of the 1966 Hotel and Restaurant class at City College reveals 206 students, 196 men and 10 women, whose backgrounds are as varied as the menus they are taught to prepare.

An actual picture of the entire Hotel and Restaurant class may be obtained each semester when the group, attired in culinary garb, is assembled in Statler Hall to be greeted by Dean Batmale and other members of the faculty.

One glance makes it apparent to the most casual observer that the faculty is facing a group of serious-minded men and women who have been selected because they possess certain basic qualifications essential to success in the hospitality world. The group is clean-cut, sharp-eyed, eager, without evidences of frustration or "problems" such as are sometimes found in the student body of many colleges today.

"You are candidates for careers in the hospitality industry," Dr. Batmale tells the group. "Hospitality means service. Until now perhaps you may have been thinking of yourself. Service means doing something for others."

"City College has a large investment in each one of you. The cost of educating a Hotel and Restaurant student is high compared to those of other areas of study. You should know that for each student here the college must pay out $2150 in cash, the cost of this phase of your education. This amount symbolizes the faith of the taxpayers in your ability to succeed in the hotel and restaurant industry."

Over four-fifths of the group are found in the age brackets between 17 and 24 years, both inclusive. The predominant groups are 17, 18 or 19 years old and total approximately 50% of the class.

Of the total class 194 are single and 12 are married.

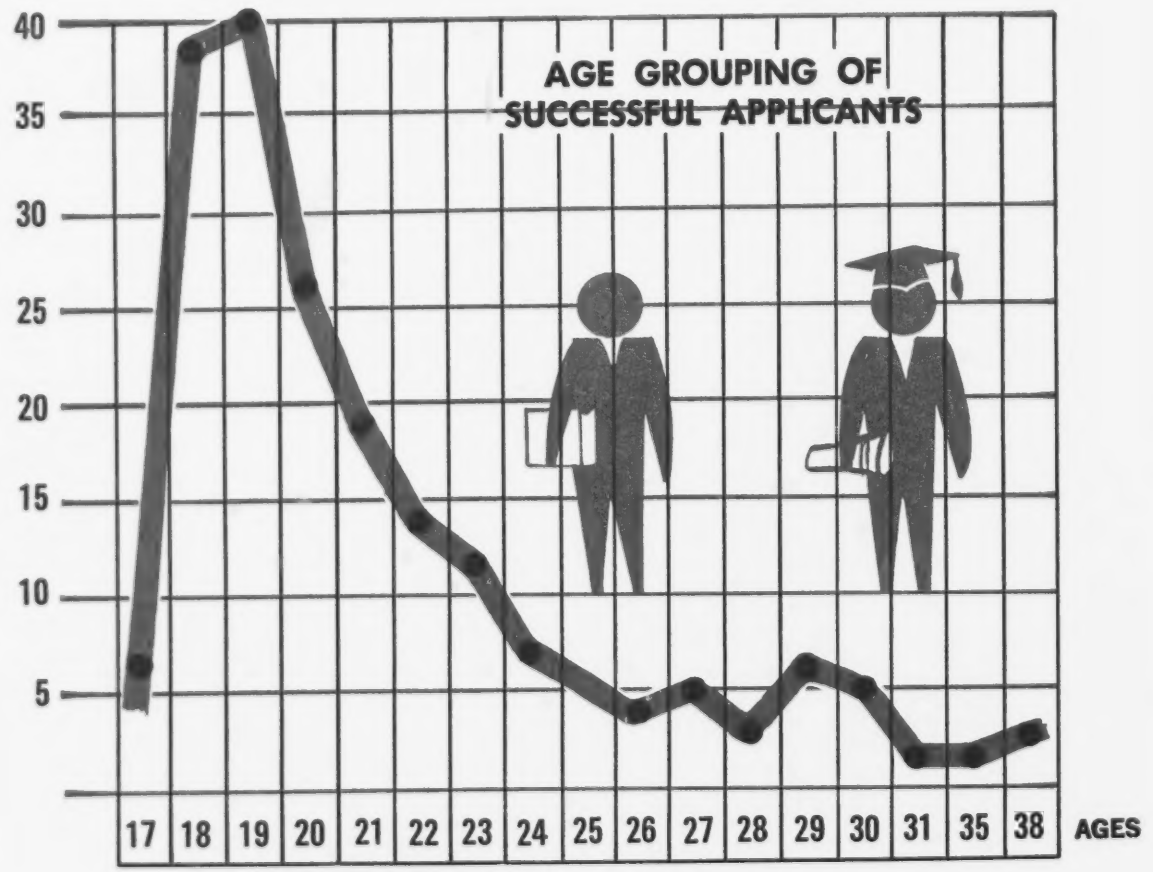
Approximately 67% of the class was born in California, 18% in other states and 15% in foreign countries. Of the total California residents, 97 were born in the San Francisco metropolitan area.

Practically all have completed high school and 28 have attended college previously.

Forty-two members of the class first learned of the hospitality industry at home, through their parents, who are hotel or restaurant owners or employed in the industry. In 129 instances students reported they were previously employed in the industry.

A large percentage of the class first learned of the program through a friend in industry, 27 from high school counselors, 52 from graduates of the program, 53 from literature issued by City College, 27 from members of their families in industry, 29 from FEAST courses now given in high schools in the San Francisco metropolitan area, and five from City College Counselors. It will be apparent from the above totals that members of the class have credited more than a single source of first information concerning City College Hotel and Restaurant courses.

Forty-seven members of the class have an old-world background and speak a foreign language, 25 are veterans of the military service and 20 are in the process of acquiring United States citizenship. Practically every student in the class has participated actively in the student affairs of his high school through student body activities or in sports.



INQUIRIES FROM AFAR

World-wide interest in the Hotel and Restaurant operation at City College of San Francisco is reflected in 402 inquiries received from interested applicants for admission to the Spring and Fall 1966 classes. Of this total, 300 of these applicants resided in California, 81 were domiciled in other states, and 21 applied from foreign countries.

Symbolizing the interest of school and colleges were 26 letters received from educational administrators in other states and countries asking for detailed information concerning the Hotel and Restaurant curriculum.

Of the 402 applicants, 124 were accepted in the Spring and Fall and constitute first and second semester classes in hotel and restaurant operation for 1966. Apart from facilities which limit entering class size from 50 to 70 each semester, the yardstick for admission is based on previous experience in the industry, place of residence, performance in City College entrance examinations, and the overall probability of success in completing the course.

Because City College of San Francisco is a tuition-free institution supported by local and state taxes, preference must necessarily be given to San Francisco applicants, those residing in the metropolitan area and those who live in other areas of California. In this connection it should be pointed out that the majority of Hotel and Restaurant students who originally come from areas outside San Francisco remain to accept employment in San Francisco hotels and restaurants after graduation.

Students who register from other states pay a non-resident fee of $160 for each semester or $11 per unit.

Everywhere, demand for City College men and women is so great that graduates of the program are accepted, without reservation, by industry.

Inquiries concerning admission to the Hotel and Restaurant Department reveal a variety of backgrounds as varied as the postmarks which bring them. Young students seeking information from faraway places with strange sounding names all have one common aim: their fondest dream will be realized the day they are admitted to City College of San Francisco.

● *Kris Snecchi presenting Mark Milano with printed folder outlining 35 semiprofessional courses offered at City College*

One applicant, Ietsuzo Sato of Hakkaido, Japan, displayed an ambitious approach in his letter of inquiry which he addressed directly to Hon. John F. Shelley, Mayor of the City and County of San Francisco.

Sato, 18, a high school student told Mayor Shelley he is "working hard at English lessons, Japanese, mathematics, chemistry, physics, sociology, etc. Now I'm working hard to accomplish my object to matriculate at City College of San Francisco. In Japanese colleges, I think, I can't get the satisfaction and expectation I hope. Which is not to study half in play but to study new, fresh and active lessons earnestly. It is only City College of San Francisco that can give it to me."

Dr. Batmale replied in part:

"It seems that the word has spread so that we are now deluged with Japanese applicants; and if we were to accept all of them, we would have no room for many young Americans seeking similar training. As a result, we have agreed to accept a limited

number of Japanese applicants and have set up a screening committee among our alumni in your country.

"I would like to refer you to the chairman of our committee, Mr. Ichiro Inumaru of the Imperial Hotel, and I am sure that your application will receive the same serious consideration given to all your countrymen."

An active alumni association in the field is responsible for many of the more acceptable applications which usually are inspired by the work a young student is doing in a hotel or restaurant.

Leonard Patrick Briggs, Class of 1955, wrote in July, 1966, saying that he had on his staff at Barbs Restaurant, Bellevue, Washington, "an exceptional young man who is working for our company. He has been a cook for the past six months and now has moved to a night shift on the broiler. He would like to make application to enter City College of San Francisco."

During 1966 inquiries were received from a hotel man in Geneva, Switzerland; a high school student in Jerusalem; a Chinese student now residing in Brazil; a restaurant manager in Beirut, Lebanon; a student in Manila who wishes to prepare for the booming hotel and tourist industry there; a graduate of the University of Taipei, Taiwan; a Bogota businessman who desires his son to come to City College; one from a woman college student in Stuttgart, Germany; and the Mexican National Tourist Bureau asking for information on courses in tourist techniques.

Another category of applicants is represented by men in the service. A Marine Corps corporal visiting in Hong Kong was told of a demand for restaurant and hotel managers and City College of San Francisco was recommended to him.

A California woman writes on behalf of her husband "who is a cook in the Marine Corps and will be out and ready for the fall course," asking about the length of the Hotel and Restaurant course at City College and of cost involved. Unfortunately, the application was received after all classes were closed. The same situation faced three other members of the armed forces who expected to be discharged in September, 1966.

Another new veteran of the U.S. Navy, who attended the University of Virginia and New York University before engaging in the executive area of newspaper advertising, was anxious to avail himself of privileges under the new GI Bill to pay for his expenses at City College in the Hotel and Restaurant courses.

RECRUITMENT OF STUDENTS

Each semester City College has a waiting list of applicants for its Hotel and Restaurant operation program. The number to be admitted in any given semester is determined by the faculty and facilities available for training. The most hopeful estimate is that approximately 70 will be admitted from a list of applicants.

Applications for admission to the program are received from students from San Francisco public and private high schools, other California high schools and many colleges. Employees of hotels and restaurants seeking to improve their status and returning veterans hoping for careers in the hospitality field also apply in large number.

In San Francisco the well-organized high school counseling system is constantly supplied with literature, including booklets, telling in detail of the opportunities and aims of the Hotel and Restaurant program. Likewise, the hotel and restaurant industry circulates word of the opportunities at City College through the Advisory Committee and other friends in industry and labor.

In recent years the Alumni Association, a powerful, successful and active group, obviously satisfied with the training it has received, has been a principal recruiter of young people who show promise; and more recently impetus has been given through Project FEAST* which originated in this area and is rapidly being adopted by other leading school systems throughout the country.

The flood of applicants in the semiprofessional field of Hotel and Restaurant operation, in contrast to the attitude prevailing in other areas, is the result of years of City College campaigning in the high schools. The general apathy toward semiprofessional education which is being overcome gradually, was best described by Dr. Louis G. Conlan, president of City College. Speaking before the Commonwealth Club of California, he said:

"Occupational training has not been understood and has been a neglected area in education. Primarily, the lack of understanding of objectives, the false image of status-seeking families towards a four-year college education, the particular interest of the individual parent in the social position of the child frowning on technical education unfamilar with the wide range of oppor-

*Food Education and Service Technology at grades 11 and 12.

tunities is responsible for the negative attitude. Teachers and counselors should channel more students into the technical training program."

Dr. Conlan's sentiments were echoed in a recent Bulletin of the Cornell University Society of Hotel Men in which Howland Swift, Cornell '55, reported:

"Many Cornellians in the food industry have become increasingly concerned with the difficulties in hiring young, interested kitchen workers. Simultaneously, many of us as parents of teenage students are worried about the lack of challenge or interest found by many students in high school. Educators feel that this lack of involvement plus the strong feeling that many students are learning nothing useful for their life work after high school graduation is the cause of 'dropping out.'

"Project Feast is an unusually successful answer to the problems posed above. Started in 1964, at City College of San Francisco with a Ford Foundation grant, the project had the good fortune of obtaining Hilda Gifford '26. Essentially, it functions this way:

"Each participating high school sponsors a program devoted to training volunteer students in the very basic knowledge of food service as a part of their regular high school curriculum, very often the students who enroll are those who were on the verge of dropping out, had lost all interest, or were failing most subjects. They seem to 'find themselves' in the FEAST programs. The students are excited about school, about learning a useful occupation and, most important to us, about the good things and fine opportunities our industry offers.

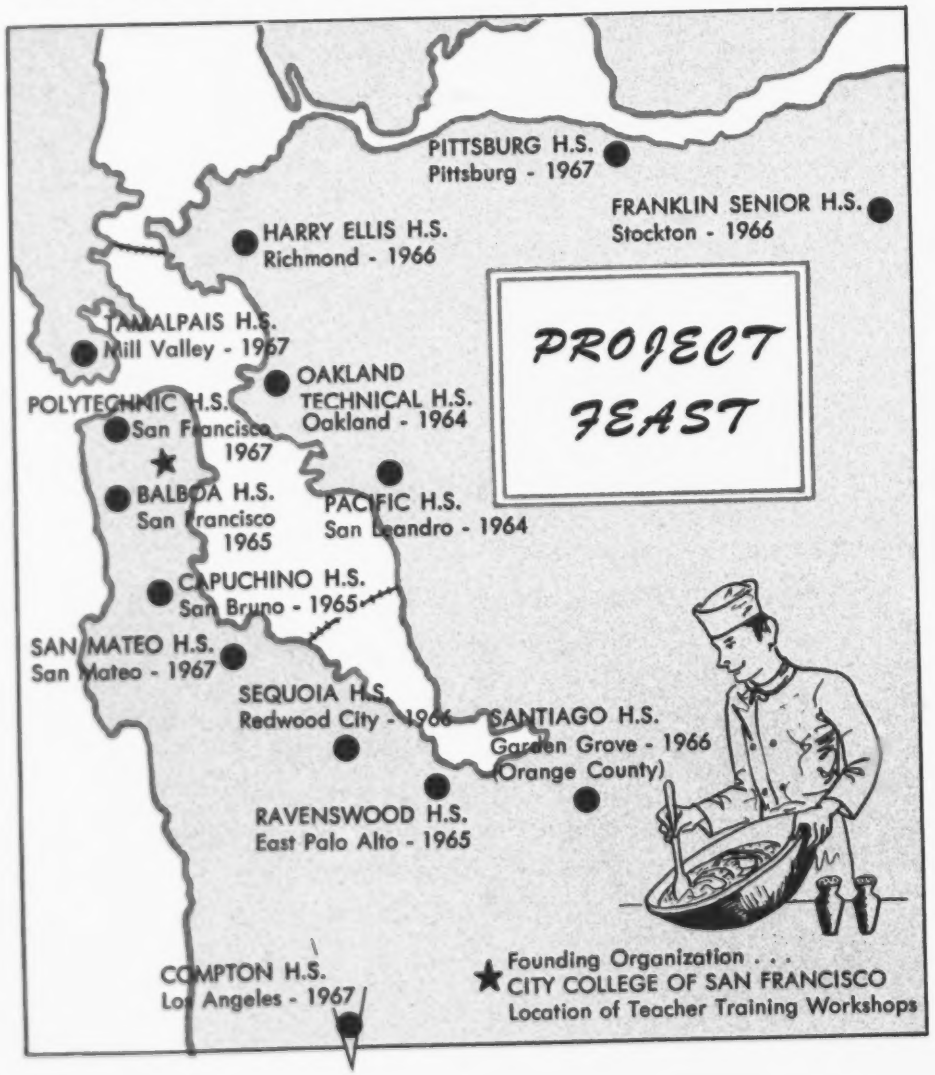
"The program requires interested school administrators, teachers willing to volunteer extra time and effort, and a cafeteria or other available quantity kitchen. Careful professional training programs are needed to prepare the high school teachers and cafeteria managers. Hilda Gifford, with the help of City College of San Francisco's Hotel and Restaurant Division's instructors and staff, conducts a workshop each summer to train these people in the background facts and the opportunities and methodology to be found in the food service business. A teaching 'team' is established in the high school consisting of teachers in English, home economics, math and business as well as the school's cafeteria manager. Under Hilda's direction a food-oriented curriculum is set up. Besides a basic food laboratory and a cafeteria work course, food, English, math and business are taught. Regular high school course work rounds out the curricula for these eleventh and twelfth grade students. Part-time jobs in nearby food establishments augment their senior year studies."

In the fall of 1966 five additional schools in the greater San Francisco area developed programs, making a total of nine involved in California. It now appears that in 1967 ten additional programs will be started.

Of the approximately 40 students in the graduation class of the first two schools, eight are presently attending the City College of San Francisco. Twenty-two FEAST students at neighboring Balboa High School have indicated that they plan to continue in the Hotel and Restaurant program in the Fall of 1967.

Early returns seem to indicate that Project FEAST is achieving its goals, one of which is to send on to the junior college those students who are sufficiently motivated, able to handle courses on that level and who have firmly committed themselves to a career in the hospitality field.

Because of Project FEAST, it now appears that the City College of San Francisco will have to prepare for increased enrollments or neighboring junior colleges will have to consider seriously the development of similar programs.



COUNSELING AND REGISTRATION . . . .

All candidates for admission to the Hotel and Restaurant program at City College are required to file a separate application to the department in addition to the regular application for entrance to City College. If the student resides in the area, the application is followed by a personal interview with the Hotel and Restaurant Department Committee on Admissions. If his home is some distance from the college, an interview with a graduate or friend from industry is often arranged. The decision to accept a student is based on the following:

1—Place of residence. Since City College is a tuition-free and tax supported institution, local residents are given first priority. California residents receive second priority.

2—The interview wherein an effort is made to assess the applicant's interest in and understanding of the requirements of the hospitality field, to inform him of the nature of the program and to determine if he has any personal shortcomings that would hinder his progress in this field.

3—High school and college grades are studied, and evidence is sought in order to ascertain if the applicant can be successful.

4—Additional evidences of familiarity with the field, bona fide motivation and desirable personal characteristics are obtained through references of people in the field, acquaintances or former employers of the applicant.

However, all applicants are required to take five standard college entrance tests. These tests are used to determine placement in courses and curriculums and for counseling and guidance. The tests included in the battery are:

1—The School and College Ability Test (SCAT) published by Educational Testing Service—a test of scholastic aptitude measuring verbal abilities (V score), quantitative reasoning ability (Q score) and a total score which is perhaps the best single measure for predicting college success.

2—The Cooperative English Test published by Educational Testing Service—measuring vocabulary, speed of reading, comprehension, effectiveness of expression and grammar.

3—The Stanford Silent Phonics Test which indicates possible phonics deficiencies.

4—The City College Health Knowledge Inventory.

5—The Occupational Interest Inventory (published by the California Test Bureau) which indicates the student's likes and dislikes and produces an interest profile for each student. These tests are required of all new entering students.

It was stated earlier that enrollment in the Hotel and Restaurant Department is limited by the size of the facility. As a result when the prognosis for a student requesting admission is questionable, he is not registered during the first semester in a laboratory class. Instead, he is placed in a general college program for one semester and is allowed to elect *Orientation for the Hospitality Field*. If this student performs successfully during the first semester he moves into the regular Hotel and Restaurant curriculum. Usually such a student requires five semesters to complete the program.

● *Ray Atkinson, H&R Department applicant, presenting completed forms at City College registration offices for approval*

● *College counselor discussing test results with the student.* (BELOW) *H & R Advisor counseling applicant regarding specific program, a vital step in registration*

● *Student with approved program now enters line to complete registration.* (BELOW) *He enters first class, the initial step towards an Associate-in-Arts degree*

SCHOLARSHIPS . . .

From its inception 30 years ago, the Hotel and Restaurant program at City College has been increasingly encouraged with scholarships by hotel and restaurant owners ever conscious of the ambitions of young people eager to take their places in the hospitality field. The total has now gone to 27 scholarships awarded annually representing 20 contributors. These awards, which apply to second, third, and fourth semester students, are under the jurisdiction of the Hotel and Restaurant Foundation Scholarship Committee members composed of Dr. Louis Batmale, chairman, Dr. Louis G. Conlan, Lawrence B. Woog, secretary, John P. Gifford, Wendell E. Muntz, Mrs. Hilda Watson Gifford, and Carl D. Rutledge.

Apart from the above awards are those annually bestowed by the Statler Foundation on high-school seniors enrolled in the FEAST Program who have been accepted as freshmen in the City College Hotel and Restaurant program. On occasion Statler awards also made it possible for City College graduates to continue at four-year colleges.

Founding pioneer of the numerous scholarships was the late Harvey M. Toy, San Francisco and Los Angeles hotel owner. He supported the entire program with great vigor during his lifetime and left a bequest of $25,000 from which three scholarships of $500 each and one of $250 have been maintained through the years. His munificence has been matched by two other significant gifts for scholarships and other purposes, one of $10,000 by E. B. De Golia, pioneer San Francisco hotel man and the other of $25,000 by George D. Smith, founding chairman of the Advisory Committee.

Students in the second, third, and fourth semester are invited and encouraged to address a letter and file an application for a scholarship with the Hotel and Restaurant Foundation Scholarship Committee not later than the second Monday of March during each year. The applicant is encouraged to do a good job of selling in his letter of application and is informed that the basis of selection is scholastic achievement, student leadership, performance in industry, performance in school, and personal need.

The awards were made in 1966 at the California Northern Hotel Association Dinner attended by leaders from industry, labor, education, and the community, held at the college in May. Second and third semester student winners are paid in four quarterly payments during the college year. Fourth semester winners receive their checks in two installments the second to be paid not later than the end of the first mid-term period. The amounts awarded range from $100 to $500 with most of them closer to this latter sum, a considerable amount when one considers that the school is tuition-free for California residents.

The sources of scholarships testify as to broad industry interest in the college program. Several scholarships may be best identified as memorial or endowed scholarships. They include: Four Harvey M. Toy scholarships awarded, one each for a second, third and fourth semester student and a special chef's

● *Leonard Nonaman being presented with the Sheraton Award by Richard A. Buechman, resident manager, in presence of Dean Burnele*

scholarship for a student believed to be destined for such a career. An unrestricted scholarship named for E. B. De Golia is supported by his gift mentioned earlier. The George D. Smith scholarship is awarded to a student from Japan in recognition of his great service to students from that nation whose emperor honored him with an appointment to the Third Class of the Sacred Treasure. The Dupar Charitable Foundation annually awards a Dupar Western International Hotel Scholarship. The Malcolm Stewart scholarship is awarded in memory of a great friend of the program who died during his incumbency as President of the National Restaurant Association and is made possible by his many friends in the industry. The Ted Patrick Scholarship awarded in memory of the originator of the Holiday Awards is supported by the Gotti brothers, Roland and Victor, operators of the internationally renowned Ernie's. The S. S. (Pat) Plonsky memorial scholarship is made to the memory of their associate by the Manufacturer's Agents for the Food Service Industry.

Trade associations have recognized the importance of this type of education and have established scholarships; groups include the Club Managers' Association, La Confrerie de la Chaine des Rotisseurs, Food Service Executives Association, National Association of Meat Purveyors, junior executives of the Western International Hotels known as the Hard Corp and les Amis d'Escoffier Society Foundation.

Certain well known individuals have lent their encouragement by such awards; these include the internationally renowned restaurateur, George Mardikian, a long-time friend of the program; labor leader Bertha Metro, secretary-treasurer of Hotel and Club Service Workers Union, Local 283; members of the advisory committee, Sidney Haag, general manager of the Del Webb Towne House and Arthur Zimmerman, owner of Zim's Restaurants. It is noteworthy that two scholarships have been made possible by members of the Alumni: the Lyons-Magnus scholarship by the vice-president of that growing chain, Gary Nachmann '54; and the Sam Battistone, Sr., and F. Newell Bohnett scholarships by Roger '64 and Sam Jr. '59 of the dynamic Sambo's, Incorporated.

Purveyors to the hospitality field have also supported the the program consistently. Our benefactors include Accent International Mineral and Chemical Corporation, Borden's Dairy Delivery, Luce Company, Robert's Turkey Brand Corned Meats, George H. Shenson Company, and Spreckels Russell Dairy.

● *Carl D. Rutledge of the H&R Scholarship Committee, presenting Harvey Toy, scholarships to Howard Blethen and Thomas Marquint*

In addition to scholarships there are special awards including the Sheraton Hotel Corporation Award made each semester to the student selected by the faculty, students, and Sheraton executives, as the outstanding student of the class. The selectee's name is placed on a permanent plaque hung in Statler Library and he is awarded a replica at a class dinner hosted by the Sheraton-Palace Hotel. The Jacques Cointreau Award, a trophy, is made to the top student in beverage service at an assembly by Mr. Cointreau, himself. In the spring a student is selected by faculty and students to attend the Western International Hotels Management Seminar, and two students are selected each semester for the Hilton Personnel Development Program Award which consists of an invitation to participate in the San Francisco Hilton's management training program. The chef instructors each year select the outstanding cooking student and he is awarded a gift presentation cutlery set by the International Tool Company.

HOTEL AND RESTAURANT SOCIETY . . . .

Social activities of the 200 students registered in the Hotel and Restaurant program at City College find outlet through the Hotel and Restaurant Society, the students' own organization through which a variety of social and civic events are initiated each semester.

The society's roots go back to the founding of the department in 1936. It enjoys the distinction of having had one of its number, Dean S. Woods, elected to membership on the main Student Body Council in the Fall of 1954 and as Associated Men's student body president in the Spring of 1955, and later honored with the student body presidency in the Fall of 1955.

Officers are elected from the entire group. In the Fall, 1966, semester they were: Leonard Nossaman, president, Gary Riddle, vice president, Elise McKnew, secretary, Bruce Klein, treasurer, and Dennis Keefe, historian.

While the range of student programs in the Hotel and Restaurant operation is not as widespread as the calendar of the entire student body of the college, the special interests of the hotel group are seen in many of their endeavors.

In addition to student-inspired activities on the Hotel and Restaurant Society calendar of events in any given term, leaders in the industry, through their organizations sponsor a number of events which combine business and pleasure.

Principal recurring events sponsored by the Hotel and Restaurant Society are usually announced at each assembly of students opening the Spring and Fall semesters. Here, new students are encouraged to join the society and to participate actively in its affairs.

A major activity of the Hotel and Restaurant Society is sponsorship of internal publications such as a yearbook issued under an editorial staff from the group and actively supported by the sponsor, Miss Nina Tucker. Periodically, the Society issues a mimeographed publication, "The Innkeeper," which reports current news within the department, alumni and the industry.

Incumbent president Nossaman sees the Hotel and Restaurant Society functioning primarily to promote additional learning situations for students in the program. This is accomplished through:

1. Gourmet dinners — two evening gourmet dinners are planned each semester in the Bay Area restaurants. Kitchen tours are included during the evening.
2. Field trips to establishments which reveal different restaurant operations such as are evident at Manning's and the Nut Tree restaurants.
3. Evening lectures by leading hotel and restaurant operators followed by question and answer periods.
4. In season the Society quietly engages in a series of welfare activities calculated to aid the needy.

Typical of these activities was an evening at the Sir Francis Drake Hotel with Mr. Henry Maschal of Harris, Kerr, Forster and Company. Mr. Maschal's topic for the evening was "Hotels of the Past, Present and Future," which he presented in conjunction with an analysis of current trends in the hotel-motel industry.

Gourmet evenings in the Fall, 1966, have included dining at Ondine's in Sausalito, the Castaways on Coyote Point, the

● *Officers of H&R Society, l. to r., Bruce Klein, Leonard Nossaman Pres., Elise McKnew, Secty., Dennis Keefe, historian and Gary Riddle, VP*

● *Scholarship award winner Jerry Yee receiving check from Dean Batmale. (BELOW) Lawrence Wong, secretary, Foundation Scholarship Committee, presents first check to Jeremy Harrison*

● *Enjoying a change-over from culinary garb, students appear in semiformal attire at H&R Society dances to honor graduating class*

Captain's Table in the Hilton Hotel and the Rathskeller Grotto.

Spotlight was turned on the hotel world in San Francisco on Thursday evening, March 16, 1967 when a gala premiere of the motion picture "Hotel" was projected at the St. Francis Theatre at a performance sponsored by the Hotel and Restaurant Foundation aided by the H&R Society and all students in the program. The picture, based on the best selling fiction work by Arthur Hailey, brought out a capacity audience. Proceeds were donated to the H&R Scholarship fund.

The faculty, under the leadership of Dean Batmale and Larry Wong, aided the students with Jeremy Harrison in the promotion and sale of tickets. Publicity was in the efficient hands of Warren White including a rally in Union Square and a luncheon with Mrs. Hailey in Stather Library.

WILLARD E. ABEL, president of Western Hotels International and chairman of the H & R Advisory Committee points out to John Harrison '41 the advantage a hotel such as their famous St. Francis enjoys by reason of its central location bordering historic Union Square in San Francisco.

INDUSTRY - COMMUNITY RELATIONS

ADVISORY COMMITTEE . . . . .

The backbone of any semiprofessional program of education at the college level is an active advisory committee chosen from leaders in the industry involved. City College has established an advisory committee for each of its 35 occupational programs. The Hotel and Restaurant Advisory Committee was first established at City College in 1936 and has since served as a model for 34 such committees functioning in other areas.

Founding chairman of the Hotel and Restaurant Advisory Committee was the late George D. Smith, whose devotion and ability through the years inspired other leaders in the industry to give of themselves, without thought of return; to developing the program to the point where it is considered a model for education and industry.

Present chairman of the committee is Willard E. Abel, vice president of Western International Hotels, past president of the American Hotel and Motel Association and Hotel Man of Year, 1966, recognized as a key figure in obtaining from the Statler Foundation funds for the recently constructed Statler Wing. Through his leadership, Mr. Abel has maintained the advisory program at the same high level which has characterized the committee from the beginning.

The extensive contribution of the Hotel and Restaurant Advisory Committee to the success of the Hotel and Restaurant program is acknowledged throughout this report. The membership as a committee, in sub-committee, and as individuals, discharge in an exemplary fashion the responsibilities generally expected of such a committee. They have assisted in the following ways:

1. The initial development of the curriculum and its periodic review.
2. The development of new courses and the revision of others.
3. The establishment of proper standards for performance in courses.
4. The planning of facilities and the acquiring of necessary community and Board of Education support for financing.
5. The selection of and acquisition of equipment, and in obtaining gifts and substantial discounts on purchases.
6. The recruitment of students when that was a problem, and now in establishing standards for their admission and selection.
7. The placement of students and graduates.
8. The solicitation of funds for and in the establishment of scholarships and other forms of student aid.
9. The generous use of their facilities, staff and other resources for field trips, lectures, special events, and work experience and the solicitation of similar assistance from the entire community.
10. The involvement of students and faculty in local, state and national industry and trade association activities.
11. The problem of staffing by helping to recruit and select instructors and by often serving themselves as part-time instructors or as occasional guest lecturers.
12. The establishment of the organizational framework, the guidelines for selection of materials for, and the staffing of the Alice Statler Library.

This advisory committee, as most, was busiest when this program was in its formative stages; for instance, the committee at City College developing the Fire Science Technology program is meeting monthly while the program is being developed and established. Meetings of established committees, such as the Hotel and Restaurant Committee, are held only as needed, and they generally do not exceed two times a year. The responsibility of bringing the group together has rested with the college administration, and the working relationship has been most satisfactory.

The successful involvement of industry in the Statler Drive, elsewhere described, has provided the department with a strong thrust for extending its influence. The resulting new facilities, particularly the Alice Statler Library and the lecture demonstration room, have made it possible to initiate, with committee approval and support, a long awaited program of in-service training. After a slow start, the program, now in its second year, is meeting with better industry acceptance and should continue to grow and be extended as needed.

Two years ago the college staff sought and received committee approval to establish with a Ford Foundation grant,

Project FEAST*. The committee decided to place under its umbrella the first program of two San Francisco high schools and have assisted neighboring school districts in the development of their committees. The umbrella concept shows promise and appeals to industry and education. It is hoped that soon all education for the hospitality field, in-service and pre-service, will be under a single advisory committee. The committee will guide and assist the high school FEAST program, the semi-skill programs of the adult and vocational schools and the City College program described including in-service and pre-service education.

The responsibilities of the Chairman have been enhanced somewhat by the establishment of the Hotel and Restaurant Foundation. The foundation is an autonomous non-profit corporation called together for the purpose of administering the funds collected. In a sense the Advisory Committee is supplemented and strengthened by the foundation, which is independent of the college and free to act at its own discretion.

●

The 1966 Hotel and Restaurant Advisory Committee is as follows:

Willard E. Abel, president, International Western Hotels, Ltd., St. Francis Hotel

Joe Belardi, executive secretary, Executive Board of Culinary Workers

Peter Coakley, director of sales, Fairmont Hotel; president, Northern California Chapter of Hotel Sales Management Association

Clarence De Lano, executive vice president, Golden Gate Restaurant Association

Frank Di Marco, Frank Di Marco & Associates

Richard Flambert, Flambert & Flambert, Restaurant Consultants, World Trade Center

Mrs. Hilda Watson Gifford, former head Hotel and Restaurant Department, City College of San Francisco; director, Project FEAST

Ralph Edick, Green Hills Country Club, Millbrae, California; president, Club Managers' Association - San Francisco and Bay Area Chapter

Robert Grimm, owner, Grimm's Chicken and Steak Houses

Sidney Haag, general manager, Del Webb's Towne House

Paul Hamflury, president, Hamflury Hotels

[illegible]

Willard Houghton, district manager, [illegible]

William Kilpatrick, secretary, Cook's Union, Local No. 44

Dan E. London, supervisor, Northern California Division, Western International Hotels, St. Francis Hotel

P. Tremain Loud, managing lessee, Hotel Californian

George Mardikian, owner, Omar Khayyam's Restaurant; Consultant Q.M.D., U.S.A.

Harry T. Marshall, C.P.A., partner, Harris, Kern, Forster Company

Mrs. Bertha Matos, secretary-treasurer, Hotel & Club Service Workers' Union, Local No. 283

Gary Nachmann, vice president, Lyons Restaurants; president, Golden Gate Restaurant Association

Anthony Pelo, St. Francis Hotel—1965-66 president of Food Service Executives Association, San Francisco Branch

John B. Quigley, operator, Drake-Wilshire Hotel

William Quinn, resident manager, St. Francis Hotel

Walther M. Schroeder, executive vice president, Lee Hotels Company, Newport Beach, California—1965-66 president of California State Hotel and Motel Association

Edward C. Siqueira, vice president and general manager, Jack Tar Hotel

K. Hart Smith

Morgan J. Smith, general manager, Sheraton Palace Hotel

Joseph Sullivan, president, Hotel Employers Association

Richard L. Svig, president and managing director, Fairmont Hotel

John Thomas, Clift Hotel, president of Hotel Gourtars of America, Chapter No. 6

Harry Tompa, secretary, California Northern Hotel Association

Eugene Vaysse, Roosevelt Hotel; president, California Northern Hotel Association

Mrs. Allen Statler, honorary member

*Food, Education and Service Technology

● *The late Harvey Tee who made the first bequest ($10,000) for founding City College Hall scholarships which perpetuate his memory*

HOTEL AND RESTAURANT FOUNDATION . . .

The City College of San Francisco Hotel and Restaurant Foundation is a non-profit corporation formed in 1948 for the purpose of promoting and supporting aspirations of the Hotel and Restaurant Department for the enhancement of the program. The personnel of the foundation is composed of 18 leaders identified with the hospitality industry either through the operation of establishments or the educational program at City College.

The foundation was set up as a separate corporate entity by members of the Hotel and Restaurant Alumni Association, assisted by members of the Advisory Committee. The founders realized that such a foundation could provide assistance to students, faculty and to the overall program of instruction in areas not covered through the budget of the San Francisco Unified School District.

The directors of the foundation solicit community support and financial aid, thereby assuring the continuance and enrichment of the opportunities offered at the City College of San Francisco Hotel and Restaurant Department.

The foundation has as its purposes to:

1—Provide means for faculty attendance at professional and business meetings, courses and seminars.

2—Provide means for student participation in special industry activities, such as conventions, seminars and programs of public service.

3—Provide loan funds for students in need.

4—Provide scholarships to deserving Hotel and Restaurant students.

5—Provide scholarships to those qualified who wish to continue their education after City College at other accredited colleges or universities offering courses in hotel, restaurant and institutional administration or degrees in education, or in the other recognized programs of preparation for careers in this field.

6—Purchase educational supplies, materials, equipment and facilities that cannot be budgeted by the College.

According to the articles of incorporation, the Board of Trustees consists of seven persons. Of this number one must be a member of the faculty of the City College of San Francisco, two must be alumni of the City College of San Francisco and three must be employed or engaged in the hotel or restaurant business as an owner or employee. The remaining member of the board may be selected without regard to any of the foregoing qualifications. Membership in the foundation is in two categories, seven trustees and eleven council members.

From the very beginning the staff at City College of San Francisco and the leaders from industry have accepted and fulfilled their roles as partners in training young people for careers in the hotel and restaurant field.

Importance of the foundation as a vital unit in the supporting organization for betterment and improvements was clearly demonstrated when it provided the corporate vehicle by which City College could accept legally the initial $100,000 gift from the Statler Foundation and supplemental gifts from northern California hotel and restaurant owners and alumni to complement the initial gift. The result is now history; the Ellsworth M. Statler Wing is a reality. Another important area in which the foundation served was in acting as the fiscal agent to receive funds given for the successful Project FEAST (Food Education and Service Technology) described more fully elsewhere in this publication.

Chairman of the foundation is P. Tremain Loud of the Hotel Californian, San Francisco; chairman of the Executive Committee, Richard Swig of the Hotel Fairmont, San Francisco; vice president, John P. Gifford, founding director of the City College Hotel and Restaurant program; secretary, Lawrence B. Wong, alumnus member of the faculty; and treasurer, Carl D. Rutledge, alumnus and now catering manager in industry. Other trustees are Dr. Louis G. Conlan, president of City College, and Henry T. Maschal of Harris, Kerr and Forster Company, industry accountants. The eleven council members are made up of Mrs. Hilda Gifford, director of Project FEAST; Wendell E. Muntz, director of cafeterias for the San Francisco Unified School District; Willard E. Abel, Western International Hotels, St. Francis Hotel; Dan E. London, St. Francis Hotel; Dr. Louis Batmale, City College of San Francisco; George T. Cronin, Broebeck, Phleger and Harrison; Willard Houghton, Manning's Inc.; Pierre Bultnick; Donald Devoto, Hilton Hotels Corporation; Sidney Haag, Del Webb's Towne House; and Gary Nachmann, Lyons Restaurants.

COMMUNITY AND PUBLIC RELATIONS . . .

The Hotel and Restaurant program at City College of San Francisco owes its success and growth not only to the efficiency of its faculty, the thorough training of its students, and the success of its graduates, but to the community and public relations program which started even before classes began and have continued with increasing fervor with each passing year.

The consistent success of Hotel and Restaurant graduates in filling positions successfully wherever they are employed in the hotel and restaurant business is the foundation upon which the public relations program has been built. For this reason it may be said the program sells itself.

Prophetically, all administrators and faculty members who have been identified with the program are "naturals" in the field of efficient promotion. One was a professional public relations woman in a large hotel before she joined the faculty at City College. She understood how to promote City College onto the pages of newspapers, into radio, magazines and trade journals with the skill of the seasoned professional.

It is sometimes difficult to recognize where public relations ends and advertising begins. Many times both programs run concurrently, one complementing the other. In such an effort a program aims for results from the following areas:

1—The hospitality industry 3—Through City College itself
2—High schools in area 4—Among alumni

Besides word of mouth advertising, the publics sought to be influenced are reached through:

1—Radio, 2—Newspapers, 3—TV programs, 4—Magazines, 5—Trade journals, 6—Meetings of trade and professional groups.

Traditional recurring events contribute much to the success of the Hotel and Restaurant program. One such is the annual dinner given by the students at the college dining room to the Advisory Committee and the California Northern Hotel Association.

Centerpiece of this event is the dinner which represents the best efforts of both students and faculty. It never fails to bring out leaders in the industry from all sections of California and their wives. The printed menus for this occasion are furnished by the Graphic Arts students at the college, who have cooperated through the years in Hotel and Restaurant promotion. Leaders in the industry speak to the class after dinner and responses are given by student officers. Alumni members working in the industry appear at this annual revival and the oncoming generation of hotel students is introduced to leaders in the industry—their future employers. Civic leaders, including members of the Board of Education, who attend this party leave singing the praises of the hotel and restaurant program.

Last year a new dimension was added to the affair when scholarship winners and their benefactors were presented. The addition was received so well that it will be continued.

Printed publications of the City College Hotel and Restaurant operation have been acclaimed far and wide for their eye appeal. These are apart and separate from publications issued by the college for general information of counselors and students anent the entire college offerings. In these latter publications, the Hotel

Joseph Sullivan representing employers, Jim Bolardi, labor and Willard Houghton, management, members of the Hall Advisory Committee

● *Jean Molinari presenting cake inscribed to Elton Landon, a token of appreciation for his annual 'Operation St. Francis' for the Hall Dogs.*

and Restaurant operation has been given the prominence it deserves and many good students have been recruited into the program through this source.

One segment of the public relations and advertising program at City College is a series of printed accordion folders containing six panels 4 x 9¼ inches when folded. These explain the principal features of the 35 semiprofessional courses offered at the college and are displayed in racks outside the counselor's offices in the high schools. The Hotel and Restaurant Department is represented in one of these folders printed in two colors and attractively arranged so as to give eye appeal as well as well-organized information.

Generally, a public relations program must appeal to the *many groups, taxpayers, counselors in high schools, teachers* and students.

In the hands of a skilled public relations person a simple event may be transformed into a news story of high interest to readers or TV viewers. One example will suffice. A young member of the Hotel and Restaurant faculty, Ed Nylund, announced that he would make the cake to be served at his wedding. A simple story. But in the hands of Mrs. Mozelle Milliken, a skilled public relations expert and faculty member, the story found its way into newspapers and magazines throughout the United States.

In the TV area, the Hotel and Restaurant program has been on practically every recurring news or feature show offered in the metropolitan area. The most striking of these presentations was entitled "Success Story", taking its name from businesses operated in the area. The Hotel and Restaurant promotion people thought of education—the Hotel and Restaurant program—as a success story. The Richfield Oil Company, sponsor of the program, had the technical camera crews of Station KGO-TV haul its equipment to City College and photograph students of the Hotel and Restaurant program in actual classroom situations for a live telecast. The interest created with the viewing public called for a re-run of the entire show on prime night time.

Annually, the Advisory Committee invites a group of hotel or restaurant owners to sponsor a spring tour of outstanding California hotels and restaurants during the Easter recess. The prime organizers of the tour and the persons who are most responsible for arrangements are Harry Troupe, secretary of the California Northern Hotel Association and Robert Riley, general manager of the Southern California Restaurant Association.

In 1966 eight members of the graduating class were designated by the faculty for the tour in recognition of their standing in the class. They were sponsored by the following hotels in San Francisco: the Bellevue, Beverly Plaza, Mayo, Drake-Wilshire, Cliff, Chancellor, Oxford, Del Webb's Towne House, the Jack Tar, St. Francis, Sir Francis Drake, San Francisco Hilton, Hilton Inn, Californian, Fairmont, Roosevelt, Sheraton-Palace, Huntington, Stewart, Mark Hopkins and Mauricu Hotels. From Berkeley, sponsors were the Claremont and the Durant Hotels.

The fabulous Spring Field Trip began on Tuesday, March 29 and terminated at City College on Tuesday, April 5. Students who were privileged to be nominated for this field excursion visited approximately 30 name hotels and restaurants including: Hyatt House, San Jose; Mark Thomas Inn, San Carlos Hotel, Casa Munras, the Manpower Development Act Training Facility for Cooks, all located in Monterey; and the Del Monte Lodge.

Moving south along the California coast by automobile, the group visited the Madonna Inn at San Luis Obispo; then on to Santa Barbara and the Biltmore Hotel, Sambo's Pancake House, the University of California Student Union at Santa Barbara; Charlie Brown's Restaurant at Marina; and continuing south to the Hollywood Roosevelt Hotel, the VandeKamp Restaurant on Wilshire Boulevard, Clinton's Cafeteria, the Statler Hilton Hotel, and the Roger Young Auditorium in Los Angeles; the Marina Airport Hotel, DuPars Restaurant, Inglewood; Denny's Coffee Shop at La Mirada; the New Century Plaza at Beverly Hills.

Southern point of the trip was reached at Palm Springs Oasis Hotel where the party started north, visiting the La Quinta Country Club, Royale Palms Hotel, Clark's Broiler, Bakersfield; Perry's Coffee Shop, Tulare; and Lyon's Coffee Shop, Fresno.

An outstanding example of internal public relations is a description of the 1966 Spring Field Trip, written by a member of the graduating class, Thomas Marquoit, a member of the official party.

In his daily recital of events on the trip, Marquoit tells of the group meeting former President Eisenhower, who met each member of the party while they were both guests at the La Quinta Country Club on Monday, April 4, 1966.

At many stops on the tour, one generation of innkeepers was greeted by the next, operators of hotels and restaurants, graduates of City College who made the tour in other days.

It is sometimes difficult to determine the niche into which successful promotion falls, as must be evident from the foregoing. Without "industrial relations," the Hotel and Restaurant Advisory Committee, the initiative of the faculty and student body, the annual Spring Field Trip would not be realized.

San Francisco's St. Francis Hotel annually provides one of the most effective programs for the City College Hotel and Restaurant Department through "Operation St. Francis," an annual event made possible because of the abiding interest of Dan London, managing director of the hotel.

On this day, January 12, 1967, forty students from the City College Hotel and Restaurant Department met executives of the St. Francis Hotel outside the Mural Room. Each student, or a group, was assigned to an executive of the hotel who went through the specific daily operation involved, with students participating. In this manner students are exposed to actual problems confronting the executive or department head on that day.

Thus, students are given opportunity to inspect every major aspect of the hotel's operation from the manager's office to the pastry kitchen in the basement.

Interest in this event is reflected in the daily and trade press as well as radio and television outlets to make the community conscious of the recognition which the hospitality industry has accorded to City College and the Hotel and Restaurant program.

The day culminates with a cocktail party at which Mr. London is host which gives students an opportunity to mingle with hotel executives and faculty from the metropolitan area.

● *An original idea of Instructor Ed Nyland—baking his own wedding cake—aroused interest throughout the country*

STATLER WING FUND RAISING . . . .

Support from all segments of the hospitality industry in Northern California plus the solid backing of taxpayers and civic leaders in San Francisco provide the base upon which City College of San Francisco has always been able to rely for needed funds. In the early years of the college this support was given because the college administrators enjoyed the confidence of community leaders. This might be traced to the fact that administrators, once teachers, had in other years taught the community leaders. In more recent years graduates of City College had begun to distinguish themselves in positions in the community. In this latter day the college enjoyed support because of its alumni.

Both college administrators and members of the Hotel and Restaurant Advisory Committee as well as the Hotel Foundation recognized in 1961 the need for completion of Smith Hall as originally planned. These plans included a theater type lecture demonstration room. The bids originally received for Smith Hall exceeded the available funds for the project, and the demonstration room was deleted from the plans. Because of the continuous enrollment far in excess of the available facilities, the college administration sought assistance for this theater type lecture-demonstration room to seat approximately 90 students, a kitchen laboratory to be used by students and an all-purpose reading and study area equipped with table, chairs and bookcases. The first impetus towards obtaining additional facilities for Smith Hall came as a result of efforts by the City College Hotel and Restaurant Foundation in presenting to the Statler Foundation the need as it was seen from the City College campus. What seemed a few years previous like a faraway project came to early realization. Through the good offices of Willard E. Abel, president of the International Western Hotels, a member of the Scholarship Committee of the Statler Foundation, as well as a member of the City College Hotel and Restaurant Foundation, an application was presented to the Statler Foundation outlining the needs of the Hotel and Restaurant Department. As a result, a check for $100,000 was sent to the City College of San Francisco Hotel and Restaurant Foundation, Inc., pursuant to the terms of an agreement between the two foundations that the Statler Foundation would advance $100,000 upon certification by the San Francisco foundation that $50,000 had been subscribed from other sources.

A second grant of $25,000 was made on March 24, 1964, in recognition of the substantial oversubscription of agreed matching sum and because of the many gifts and substantial discounts on equipment. This latter grant was earmarked for equipment.

On March 24, 1964, the Statler Foundation also advanced $1,600 for the purchase of books for the Alice Statler Library.

The Statler Foundation has made substantial grants for buildings, research and scholarships to vocational high schools, technical schools and universities. In addition to the present building grant, City College of San Francisco students have received Statler scholarships for study here and in continuing their education at Cornell and Denver Universities.

The City College Hotel and Restaurant Foundation under the presidency of P. Tremain Loud and the Advisory Committee headed by George D. Smith, aided by the Statler drive steering committee, addressed themselves to the task of securing the additional $50,000 needed from the San Francisco metropolitan area. The civic machinery harnessed up for this fund drive included daily newspaper editorials in the San Francisco Examiner, the San Francisco Chronicle, and the San Francisco News-Call Bulletin. This was backed up by a folder—an appeal for funds entitled "Recognition for 25 Years of Service—Our Problem, Our Goal, and also Our Hope." The brochure was attractively designed by the Advertising Art Department and it showed by graph, picture, word and chart the need for added facilities for City College. Appeals were made to alumni, to equipment dealers, to hotels, restaurants, clubs, enrolled students, associated unions and purveyors to respond to requests to complete the Statler offer. The result was awe inspiring.

The powerful general building fund committee of leaders from the industry, state and local educators plus civic leaders organized and went into action early in 1962. Within 40 days, it had not only reached its goal of $50,000 but the fund was oversubscribed in the amount of $19,000 making a total of

$69,000 as a matching fund for the $100,000 proffered by the Statler Foundation on August 10, 1961.

The appeal for funds was set off to a flying start at a luncheon held in the Colonial Room of the St. Francis Hotel, February 8, 1962, when the General Committee assembled and unfolded organization plans for the campaign presided over by the chairman of the Fund Raising Committee, Richard Swig.

Present at the meeting were: approximately 160 purveyors; members of the Hotel and Restaurant Advisory Committee and Foundation; directors of the Golden Gate Restaurant Association, and California Northern Hotel Association; representatives of the Hotel and Restaurant Alumni; representatives from the Hotel and Restaurant student body and faculty; members of the purchasing agents committee who developed lists of purveyors; representatives from the hotel sales executives who had volunteered to follow up.

The personnel of the general committee was as follows:

George D. Smith
Chairman Advisory Committee
Louis F. Batmale
Secretary
P. Tremain Loud
President, Hotel & Restaurant Foundation, City College of San Francisco
Willard Abel
Anthony Anselmo
Joe Belardi
Sanford Cohn
George Conlan
Louis G. Conlan
Clarence De Lano
Samuel P. Fick
Richard Flambert
Hilda Watson Gifford
John Gifford
Robert Grison
Paul Handlery
Dwight Hart
Charles Horrworth
Willard Houghton
William Kilpatrick
Dan London
Cannon Lorimer
George Mardikian
Henry T. Maschal
Bertha Metro
Wendell Muntz
L. B. Nelson
John B. Quigley
Carl D. Rutledge
Edward C. Sequeira
Harold Smith
Russell Snow
Ashton Stanley
Joseph Sullivan
Richard L. Swig
Harry Troupe
Rene Vayssie
Harley Watson
Karl Weber
Sanford J. Williams
Lawrence B. Wong
Ray Youngman
A. Zimmerman

To the faculty, one of the most refreshing and heartening responses to the appeal to complement the Statler gift was the reappearance of graduates of the Hotel and Restaurant program, long since gone from City College to take their places in industry. They returned to the campus to shower gifts of gold, the amounts of which attested grateful acknowledgement to the manner in which they had profited from their studies.

City College became the center of the hotel world on February 12, 1963, when ground was broken for the Ellsworth M. Statler Wing to George D. Smith Hall.

Honor of sponsoring the auspicious event was the California Northern Hotel Association which gave public acknowledgment to the Statler Foundation and other benefactors of the Hotel and Restaurant program. After the outdoor groundbreaking ceremony, the luncheon was opened by Robert W. Holden, president of the Association.

● *President Conlan is shown receiving check from Richard Swig, representing contributions made to assure Statler Foundation grant*

Dr. Conlan, presiding, paid tribute at the outset to "students in the Hotel and Restaurant Department and the faculty who gave up the last weekend and this holiday, Lincoln's Birthday, in order to prepare for this function."

Before introducing Dr. Harold Spears, superintendent of public schools in San Francisco, who presented members of the San Francisco Board of Education, Dr. Conlan said:

"Prior to the development of this addition, which is to be known as the Ellsworth M. Statler Wing, the San Francisco Board of Education had invested approximately $1,500,000 in buildings for the Hotel and Restaurant Department.

"We are deeply grateful to the present Board members, and to past Board members for their generous support given this program. Their genuine interest has provided much of the motivation that has made it a success."

President Conlan paid tribute to the faculty and Dr. Louis F. Batmale, coordinator for technical education programs at City College; to Milton Pflueger, the architect, and his associate Edward Hicks; To Mrs. E. M. Statler, chairman, the Statler Foundation; Ward Arbury, secretary; George D. Smith, chairman of the Hotel and Restaurant Advisory Committee; P. Tremain Loud, president of the Hotel and Restaurant Foundation; Paul Handlery, president of the California State Hotel Association and to Jim Roberts, president of the Hotel and Restaurant Alumni Association.

Speakers on the program included:

Douglas G. Gibb, president of the Hotel and Restaurant Society and Wayne Gillette, Class of '63 who presented the student viewpoint.

Dr. Conlan concluded the groundbreaking luncheon with public assurances to members of the Board of Education, "Mr. Arbury, and the Statler Foundation, the representatives of the hotel and restaurant industries and the many others who have been responsible for this day, that City College is prepared to meet its end of the contract by expanding the enrollment in this program and by continuing a high level of instruction, thereby insuring the steady flow of well motivated, well trained young people into the hotel and restaurant industries."

Dedication of the Alice Statler Library and the Statler Wing addition to Smith Hall was held on Monday, March 1, 1965.

The dedication ceremony and the dinner which followed in Smith Hall was a gala affair given added resplendence by the presence of national leaders in the hospitality world who were greeted by San Francisco civic leaders to mark this momentous event.

Presiding was P. Tremain Loud, president of the City College Hotel and Restaurant Foundation. Introduction of visitors by President Conlan brought responses from Ward Arbury, secretary, Peter Crotty, a trustee of the Statler Foundation, Dr. H. B. Meek, dean emeritus of the School of Hotel Administration, Cornell University, R. N. Appleton, general manager of the Bradford Hotel, Boston, Massachusetts, Dr. Henry Ogden Barbour, director of Hotel and Institutional Management, Michigan State University, and Richard Almarode, Coordinator, Hospitality Education, School of Business, Florida State University.

Principal address of the evening was delivered by Mr. Abel, president of the American Hotel and Motel Association.

Adolfo deUrioste, then president of the San Francisco Board of Education, speaking for his colleagues, said in part:

"My fellow commissioners of education join with me in this expression of appreciation to Mrs. Alice Statler and the trustees

● *Sandra Tofanelli is the only woman student in the picture at the Statler Kick-off Luncheon which raised a matching fund*

● *Statler Foundation leaders Ward Arbury, Robert Appleton and Cornell's Dean Howard Meek at Statler Wing dedication ceremonies*

of the Statler Foundation, and to the San Franciscans who so generously supported the Statler Foundation Grant. In particular, however, we should direct these feelings of gratitude to the memory of the man for whom this wing of George D. Smith Hall is dedicated, Ellsworth M. Statler, a man who lived by the motto, 'Life is Service.' He must be among us in spirit to give encouragement to his beloved wife, and to give his gratitude to her and to men like Mr. Ward Arbury, secretary of the Statler Foundation, for the manner in which they have carried forth the directions of his last will and testament. The students of the City College of San Francisco have long felt his presence in the form of Statler scholarships both for study on this campus and at other colleges and universities. From this point onward, not only a fortunate few but all the students of the Hotel and Restaurant Department will be his beneficiaries."

A Gift for S. F., If . . .

San Francisco hotels, restaurants and private clubs are staffed to an impressive degree by graduates of City College's Hotel and Restaurant department. The traveler is apt to meet one of its former students in Tokyo, Manila, Hong Kong, Mexico City, Zurich, Oslo or Helsinki.

Today the department has the opportunity to expand to meet the growing demand for its graduates. The Statler Foundation has offered $100,000 for a lecture-demonstration room, demonstration kitchen and library. The gift is contingent on the hotel, restaurant and allied industries raising another $50,000.

These industries already are co-operating with the department in an on-the-job training program. In turn, they benefit from the trained skills of its graduates. We feel sure they will have no trouble raising the sum necessary for City College to qualify for the Statler Foundation's generous grant.

S. F. EXAMINER

City College Gift

SAN FRANCISCO CITY COLLEGE has earned a wide and favorable reputation as a center for training students for careers in the hotel and restaurant industry. A signal mark of recognition for the college's hotel and restaurant department was a $100,000 grant made last week by the Statler Foundation of New York toward construction of a new auditorium, library and demonstration kitchen.

This gift is conditioned upon San Francisco hotelmen raising half as much again to yield a building and equipment fund of $150,000. Commendation is due to City College for qualifying for the Statler grant and to San Francisco's hotelkeepers for undertaking to add $50,000 to it

S. F. CHRONICLE

NEWS - CALL BULLETIN

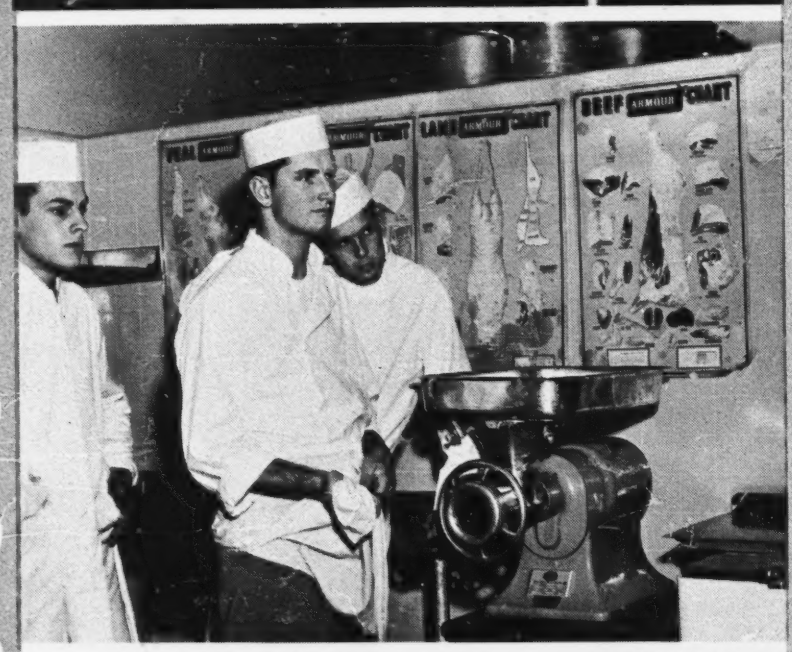
City College Grant

THE LEADERS of San Francisco hotel and restaurant industries are moving with commendable speed to raise $50,000 in matching funds to meet the $100,000 Statler Foundation grant to the City College hotel and restaurant department.

There is exceptional recognition in these funding programs of the value of the professional training provided by City College. The growth potential of the department is enormously enhanced.

Hundreds of students have been trained in the field. The graduates have moved in many cases to high rank in hotel and restaurant operations.

The combined funds will add demonstration kitchens, a library and lecture facilities to the existing plant. This is an important part of San Francisco's educational and professional training program. The industry is acting in community interest and self interest in supporting it.



Editor's Note—As part of the H & R public relations program, a student, Dave Hagar, conceived the idea of promoting the City College Hotel and Restaurant operation onto the prime time "Success Story" series on TV Station KRON. The actual script subjoined was used in introducing the program.

3/TVC/F CUE PRO 00:30 MUSIC: NEW MOOD FULL, FADE FOR:

ROLL F NARRATOR:

NIGHT, 00:45 This is San Francisco!..a veritable Mecca for the gourmet - boasting an international cuisine second to no other city, the world over. Inevitably, when conversations turn to dining - the famed restaurants and hostelries of San Francisco are foremost among those mentioned...whether the

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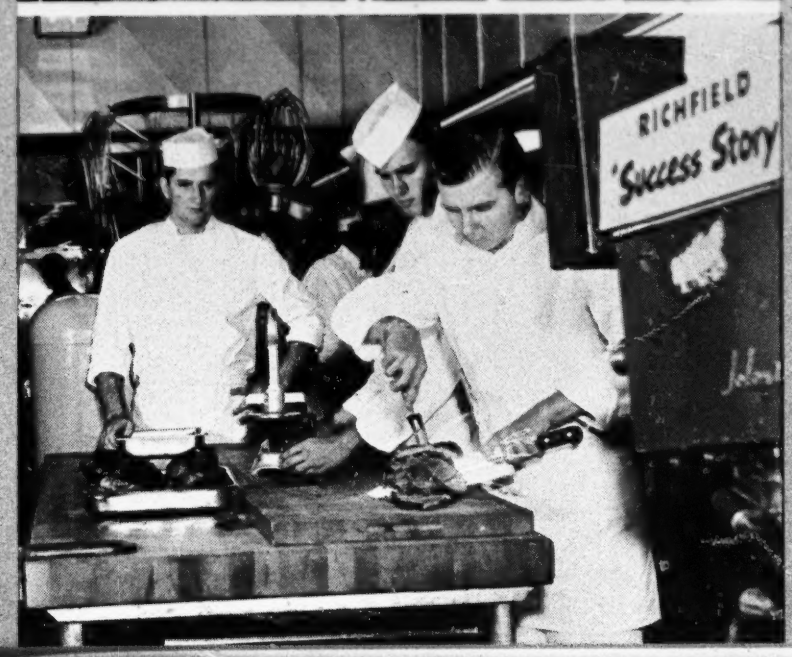

SUCCESS STORY

TAKE OUT CAM

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COLLEGE, EXT

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TO CLOSE SHO

SMITH HALL.

NARRATOR:(CONT'D)

01:05 conversationalists be tourists - visiting diplomats - or native San Franciscans. It is known as "the city that knows how" - and if this reputation was not originated in its kitchens, it has most certainly been perpetuated there.

01:25 But if the tradition, and the reputation, are to be perpetuated throughout the coming years; new chefs.. ..hotel managers...and restauranteers must be trained to carry on.

02:00 It is entirely fitting that this idea is being accomplished in the very city that has established itself as one of the world's leading centers for fine hotels and restaurants. For its story, our remote cameras are located here -

02:15 the City College of San Francisco, at Ocean Avenue and Phelan Streets. Home of more than 5,000 students, City College of San Francisco is a public two year college, conferring the degree of Associate in Arts.

MRS. ALICE STATLER'S benefactions are legion, but the greatest gift to the hospitality industry are her ideas which have made modern hotels more livable.

THE ALICE STATLER LIBRARY

ALICE STATLER LIBRARY . . . .

The Alice Statler Library, centerpiece of the Ellsworth M. Statler Wing at City College of San Francisco, was dedicated on March 1, 1965, as the result of a gift made by the Statler Foundation after Mrs. Statler had been a luncheon guest in the Faculty Dining Room in January 1956.

Opened in 1964, the Alice Statler Library, named to honor the widow of E. M. Statler, who established the Statler Foundation, is one of the unique features of the Hotel and Restaurant Department. No other college has anything just like it, for in addition to possessing one of the most complete collections of material on the public hospitality industries, it is a service center for the department, its alumni, local business people, school officials, and various city educational gatherings. It has become the professional library for the public hospitality industries of the West, and as such is well and effectively used. It has been visited by people from all over the world, as evidenced by signatures in its guest book.

At City College the idea of a departmental library is not new, since for more than twenty years, there had been a shelf of books for lending. Mrs. Hilda Watson Gifford had the school library purchase all new books on hotel and restaurant operation during her stay in the department from 1937 to 1954. On her departure, Winthrop W. Williams,* emeritus professor and now librarian, continued that policy and had the main school library sign out on permanent loan the most important books in the field.

The ability and singleness of purpose which Mr. Williams brought to the organization of the library is recognized and appreciated. This sentiment was the subject of public recognition on the occasion of Mr. Williams' retirement from the faculty in 1965 when students, faculty and college administrators joined in a testimonial of appreciation for his many years of devoted service and particularly for having organized and collected the materials now housed in the Alice Statler Library.

As a nucleus for the Alice Statler Library, the school's main library turned over some 800 books and bound magazines. Mrs. Gifford and Mr. Williams contributed their personal hotel and restaurant collections of several hundred books and pamphlets. After two years, the count of bound books is 2800; bound magazines, 566; pamphlets, over 5,000; clippings, over 10,000; and menus numbering into the hundreds. Currently, there are 111 magazines and house organs regularly received, which are attractively displayed in racks along one wall.

The library has been fortunate in receiving gifts of rare bound magazines as follows: Hotel Monthly, 1897 through 1940, and Hotel Management, Volume I (1922) through Volume 30 are gifts of L. W. Huckins of the Manx Hotel of San Francisco; Western Hotel Reporter, Volume I (1906) through Volume 82, is a gift of the publisher of Pacific Coast Record, J. D. Minster of Los Angeles; Tavern Talk, Volume I (1910) to date (114 volumes) is a gift of the publisher, Robert C. Catron of Kansas City, Missouri; and Keeler's Pacific Hotel Review, 1919 through 1949, is a gift of the publisher of the Beverage Industry News, Roy Page of San Francisco.

In addition, many other gifts have been received from alumni, authors, industry, publishers, and other friends of the program. Such material is acknowledged with a decorative book-print and entry in the library's gift book. The financial assistance of the Hotel and Restaurant Foundation and the Statler Foundation in acquiring new materials has been considerable and is duly appreciated.

Over 90 percent of the books that have been published in the last 50 years on hotel or restaurant management or operation are represented in this collection. All of those published since 1960 have been acquired or are on order. There are reference books on all phases of the industry, general knowledge, and for all of the courses in the Hotel and Restaurant curriculum. Some of the fields covered extensively are: accounting, advertising and business promotion, building plans, business management, decoration, design, human relations, labor relations, legal matters, letter writing, menu making, personnel management, public speaking, purchasing, wines and travel in addition to operation of various types of public hospitality ventures. Three sets of encyclopedias, various special and foreign language dictionaries,

*Member of faculty 1941 to 1965

● *Statler Wing provides the H&R Department with a commodious lecture hall for the student body at one assembly*

books of statistics, directories and other reference works are available. New books are purchased that are recommended in book reviews, by friends of the library, or on the initiative of the head librarian and are placed in the hands of the instructors who can benefit most from them.

The collection of cookbooks contains over 150 titles and covers all the leading professional-type books, specialized and regional cookbooks, but does not include the home type cookbook except for some leaders in that field. This is a practical section well used by the third semester students in the preparation of menus.

An extensive catalogue file of the leading suppliers of equipment and furnishings for the public hospitality industries is kept up-to-date. Over 2,000 letters were written to suppliers and vendors to obtain these catalogues and the more than 5.000 pamphlets, which are housed in 50 steel file drawers along with magazines awaiting binding. Books are catalogued by the Library of Congress method. Pamphlets are serially numbered. There are over 15,000 cards in the index files, classifying all materials by subject, author, and title.

One of the two rooms is designed for conference use with a 14 foot table around which are 12 upholstered arm chairs. Luncheons are possible in this room since the new research kitchen adjoins it. The president of the college frequently entertains visiting dignitaries in this room. It is also used for many alumni and advisory committee meetings, for small classes, and serves as a work room for binding of paperback books, repair of older books, and processing of new books which are being received at a rate of better than one per day.

Reproducing equipment consisting of two Thermo-Fax units, one of which copies from bound books, is located in this room. Copies of the Library of Congress index cards and laminations of menus have been processed on these machines. Many transparencies, ditto masters, and straight copies are prepared here for class use under the supervision of James Longo, the department's

● *During luncheon hours Statler Wing is converted to vending machine service for City College student patrons*

SUCCESS of the H & R Program at City College is symbolized in the meeting of educational and industrial leaders at ground breaking for Smith Hall, first permanent home of the H & R operation, on April 9, 1954.

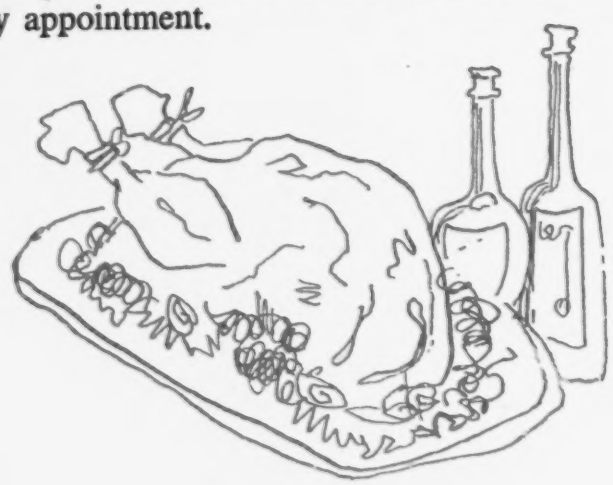
audio visual expert. The library is starting to make a collection of 16mm films, film strips and records for class showing and use in nearby high schools. All audio visual material used in the department is scheduled through the Library.

One feature in process of development is the arrangement of the many hundreds of menus on hand. The collection contains many that are rare, historic or quite fancy from a half-century collection of John Petit, retired Yellow Cab Co. executive. A jumbo three-drawer file to house folders, 14 by 18 inches in size, will soon be available in which menus will be classified by state, city, and hotel or restaurant. This will be a continuous project as new menus are being received daily.

The library is administered by volunteer workers, Mr. Williams, whose hobby is the Library, and Mrs. Betty Howatt, a department graduate and wife of the coordinator of Adult Education in San Francisco schools. It is staffed by one full-time library technician, Mrs. Loretta Rutherford, and practice librarians of the school's library technician program.

The library has published 17 book lists for various courses, special topics (Romance of Public Hospitality, for example) and educational conferences. These have been widely circulated and are still available. For the convenience of patrons, a telephone and mail service is provided. Many questions are answered daily through this service. Many books are mailed out and copies of material are prepared for members of the industry. These are some of the continuing services that the Hotel and Restaurant Department provides.

The Alice Statler Library is open from 8 to 4 throughout the school year, 3 days a week during the summer, and at other times by appointment.



● *Mainspring of the H&R executive offices is Mrs. Betty Lytle (center) with Librarians Mrs. Betty Howath and Mrs. . Loretta Rutherford* (BELOW) *W. Williams, Statler head librarian advising student M. Kumagai*

FINANCIAL BASIS OF THE PROGRAM

CAFETERIA ACCOUNT, YEAR END STATEMENT
CITY COLLEGE OF SAN FRANCISCO

FINANCING A COLLEGE H&R PROGRAM . . .

A college or school district which contemplates the organization of a program in hotel and restaurant operation must first explore the actual need for such a program in the area served by the college. If demand for such courses is apparent a next step is toward a financial structure based on district, state and federal funds available for such an undertaking.

Financial support, as reflected by bonded* indebtedness voted for the erection of permanent buildings, comes from citizens of the district involved. This support, in the first instance, is based upon the confidence which the citizens repose in the leadership of a college or school district.

In this latter area, City College of San Francisco has been fortunate from the day it was chartered in 1935 in having a group of administrators whose knowledge of school finance is rivalled only by their ability as teachers. In this area it should be pointed out that:

Dr. A. J. Cloud, first president of the college, was for many years chief deputy superintendent of public schools in San Francisco and possessed an intimate knowledge of school department budgeting, of annual appropriations and methods of attracting public support to school bond issues.

Dr. Louis Conlan, who succeeded to the presidency when Dr. Cloud retired on June 30, 1949, was a member of the pioneer faculty of the college. In 1939 Dr. Conlan actively campaigned in the organization and passage of a successful school bond issue which provided funds for building Science Hall, the first permanent building. Since, Dr. Conlan has been called upon by the citizens of San Francisco twice to act as chairman of committees to campaign for successful school department bond issues or tax ceiling authorizations.

Faith of San Francisco taxpayers in their educational system was exemplified in the action of the voters when presented with seven proposals for bonds for civic improvements in 1937. They rejected six and approved only the one for schools which made possible erection of Science Hall, the original building.

On four occasions in the past 25 years housing has been provided for the Hotel and Restaurant program, through the solid support of tax paying citizens as represented by the San Francisco Board of Education.

Here again the faith of the municipal government in the college administration was demonstrated by providing a site for a permanent campus through an exchange of small parcels of unused school lands.

In the original three locations, Galileo High School, a temporary location, Science Hall, the first permanent college building and the Waves Dining Hall, a temporary facility acquired to cope with the great numbers of returning veterans, no building costs were assessed against the Hotel and Restaurant program.

Realizing that permanent facilities were needed, the college administration and the Hotel and Restaurant faculty set to work developing plans for a separate permanent structure.

Commenting on the vital part played by the Hotel and Restaurant Advisory Committee and the City College Hotel Foundation promoting the building program, Dr. Batmale said:

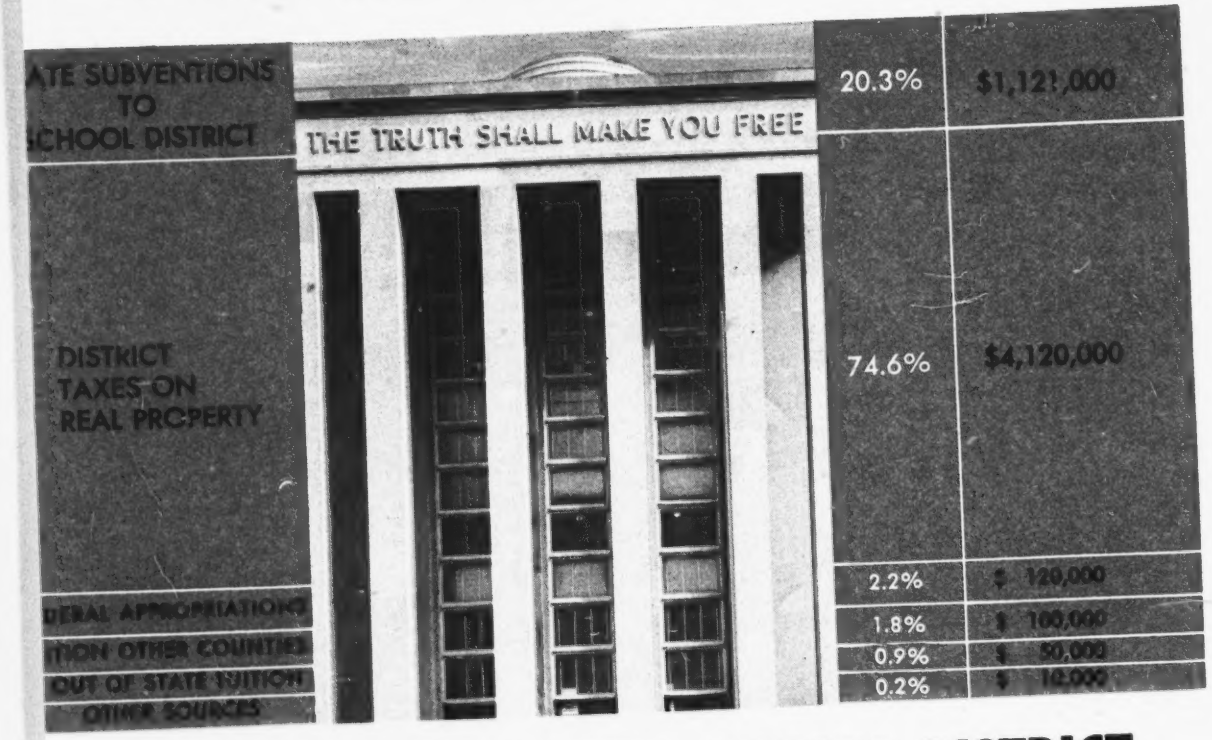
"None of these accomplishments would have been possible without the support of the members of the industry who helped us in presenting our proposals to the Board of Education and the voters. Our friends from industry were of great assistance in the planning of the building and in obtaining gifts of certain pieces of equipment and important discounts for others."

Results of these efforts were the original plans for the building later named George D. Smith Hall. $667,616.00 out of the 1948 Bond Issue was provided by the San Francisco Unified School District for construction of this building. Unfortunately costs were such that certain important facilities originally planned could not be built, the most noteworthy of which was a necessary lecture demonstration room which was not realized until the Statler Wing was built.

From the 1956 Bond Issue, $90,700 was provided for purposes of making certain important additions and alterations to Smith Hall. The sum of $24,951 was made available for purchases of necessary equipment. The expenditure of these funds made it possible to enlarge the Faculty Dining Room and the cafeteria.

*California law requires a two-third affirmative vote for passage of a school bond issue.

ALLOCATION OF SCHOOL REVENUE TO CITY COLLEGE OF SAN FRANCISCO



SAN FRANCISCO UNIFIED SCHOOL DISTRICT

Thus was provided additional seating space for students and faculty and training stations for Hotel and Restaurant students. The funds made available also provided for the building of a new fountain and snack bar which not only allowed us to improve our training in that aspect of the operations but also gave the kitchen area some badly needed relief. In spite of these several generous efforts, it was felt that further important additions were needed.

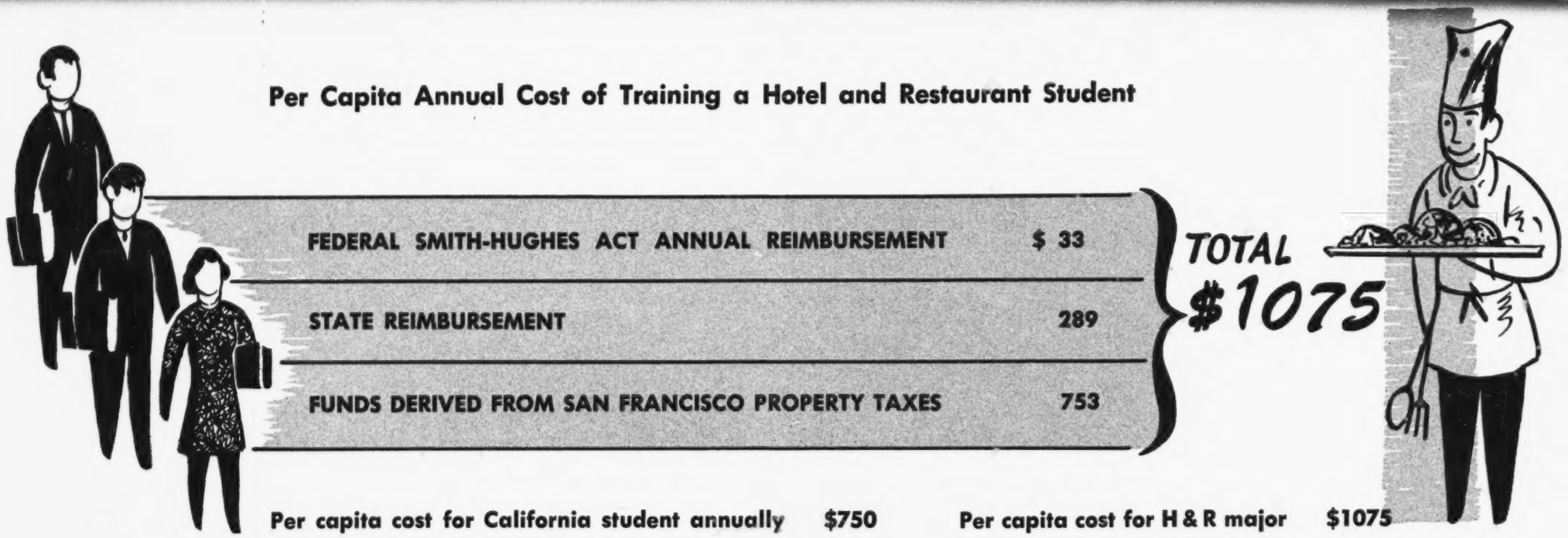
No more outstanding example of community support was the substantial recognition given the Hotel and Restaurant program when the Statler Foundation voted a gift of $100,000 for a library in the Hotel and Restaurant Department at City College. Added community support was immediately evident when the City College Hotel and Restaurant Foundation and the Advisory Committee complied with a condition of the gift by not only obtaining subscriptions totaling $50,000 in the San Francisco area but by an oversubscription of an additional $19,000.

The most recent addition to the Hotel and Restaurant plant is the two-story Ellsworth M. Statler Wing, completed in 1963 and costing some $450,000. The upper floor consists of an all purpose room used during the day as an auxiliary to the cafeteria and at other times used for meeting and student activities. Funds for this portion of the facility were provided by the city and state governments. The lower floor houses the sorely needed lecture-demonstration room, the Alice Statler Library and the demonstration kitchen. The story of its funding by the cooperative efforts of the Statler and City College Foundations and of the Statler Drive is told elsewhere in this report.

Gifts of the Statler Foundation supplemented by those of interested citizens represent a break with the century old San Francisco tradition whereby funds for the erection of public school buildings have been obtained from direct property taxes, proceeds from bond issues authorized by the voters or from subventions by state or federal governments. Inasmuch as the cost of bonded debt historically doubles the dollar outlay represented in actual building construction, the Statler Foundation gifts represent twice the ultimate dollar value when traditional financing is the alternative.

The cost of the physical plant and equipment is but one of the concerns of the administration of occupational programs. A most difficult question continually asked related to what is the cost per year of educating each student including instructional and operational expenditures.

A proper determination of the actual cost per student majoring in Hotel and Restaurant operation or any other semi-professional program is complicated by the fact that attendance per student costs in California are discussed in terms of ADA (Average Daily Attendance), a concept which may have little meaning to the reader in other sections of the country. Dr. O. E. Anderson, Coordinator of Educational Management and an authority in fiscal matters, has translated these figures in terms of FTE (Full-time Equivalent). He estimates that cost per year for the education of a Hotel and Restaurant major is $1,075 compared to an approximated $750 average for each City



College of San Francisco student. This difference is not surprising since it must be noted that the student in this program benefits from about 36 hours of classroom and laboratory experience in contrast to the 18 hour exposure of the average campus student. In fact, the cost per student contact hour in this program is less than that in several other subject fields. The total figure is very much in line with that of other occupational programs and is exceeded by nursing, photography, and certain ECPD (Engineering Council for Professional Development) accredited engineering technology programs.

The sizeable funds necessary for the operation of this program as well as other occupational programs come from three sources: a small amount of federal Smith-Hughes subsidy, state reimbursement on an hourly attendance basis, and local San Francisco Unified School District support. The approximate contribution received from all sources for each student is as follows:

Federal Smith-Hughes reimbursement	$ 33.00
Approximate State reimbursement	289.00
Local taxes	753.00
Total cost	$1075.00

The munificence of the community, industry, labor, and friends of the Hotel and Restaurant program extends beyond the provision of excellent facilities and a tuition-free education. The program of student assistance, discussed previously, further demonstrates the generosity of the benefactors of the City College of San Francisco Hotel and Restaurant Department.

Additional dividends for the college result in that the management and supervision of the cafeteria is provided by members of the department faculty.

A complete description of the City College hotel and restaurant program dictates that some explanation be made of the fiscal aspects of the food operation.

The ultimate legal responsibility for the operation rests with the Cafeteria Division of the San Francisco Unified School District. In practice, the food services are the responsibility of the college and are operated by the students under the guidance of the faculty and administration. The arrangement has evolved so that it is a satisfactory one and in no way interferes with the important training mission of the college. This autonomy is guaranteed since the goals of the program are well understood by the district leaders. The director of division cafeteria services was at one time chairman of the Hotel and Restaurant Department,

one of the supervisors was a former part-time instructor, and another a former student.

The areas in which necessary district controls exist are purchasing and accounting, and even these allow sufficient latitude so as to provide opportunity for maximum learning.

The only purchases that are made through conventional channels and competitive bids are staples, such as canned goods, paper, and cleaning supplies in the amount of over $50. Other purchases are made at the College by the student purchasing agent and are drawn on a blanket purchase order issued monthly. The staff has considerable latitude in the selection of purveyors, qualities, cuts and sizes of such items as dairy products, meat, vegetables, bread, poultry, fish, eggs and butter.

As might be expected, it is in accounting wherein most controls are exercised. Daily receipts are collected, counted and deposited by the students. Deposits are made in the cafeteria account of the school district and finally transferred to the Treasury of the City and County of San Francisco. Payment of bills is made by that agency on the receipt of check request vouchers which resemble a check. These are prepared by the storeroom crew who have recorded invoices daily and performed all necessary checking and accounting. At the end of the month statements for payment and the check request vouchers are prepared by students and sent with all invoices and vouchers to the district cafeteria office.

The students and faculty anxiously await the monthly profit and loss statement prepared by the accounting office so as to compare it with theirs. Their goal is a slight profit or the break-even point; a loss as well as too large a profit would reflect a weakness in their planning and operation since the goal is to feed the students as reasonably as possible and yet lose no money.

It will be noted in the year's end statement that the percentages as might be expected are not those of industry. The item that is most in need of explanation is that of wages.

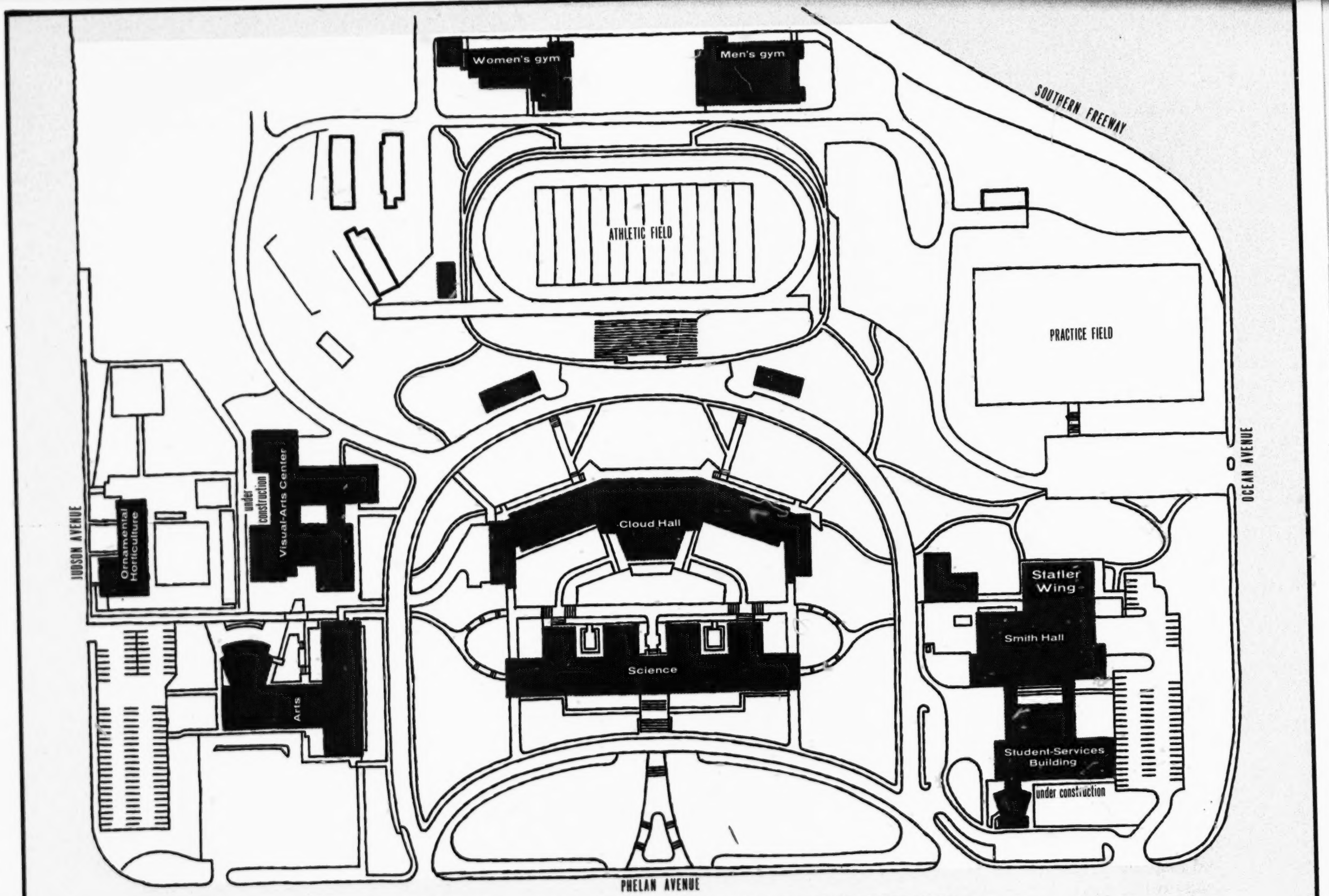
The wages referred to in the statement are paid to some twenty civil service workers who cover the serving stations while the students are in classes other than those in food production and service. They also handle the more routine tasks such as dish and pot washing, cleaning, vegetable preparation and bussing at times other than when students are so assigned for training purposes. These workers are also supervised by faculty members and are paid prevailing union wages for shifts of from two and a half hours to six.

Already noted is that H&R students are rotated through stations in the process of feeding and serving the students and that each station has been evaluated as to its purposes, its procedures and the length of time necessary to achieve the learning goals. These stations include: bussing, cleaning and dishwashing; each student is required to have some experience in each of these. The faculty is continually challenged with the problem of when does learning cease, when does a youth stop being a student and become a cafeteria worker.

The intermingling of the students' effort in food production and service with training certainly influences in a favorable manner the fiscal picture. This is reflected in lower than prevailing prices in the cafeteria. In recognition of this contribution H&R students are offered an opportunity to purchase scrip. These are meal coupons purchased weekly for one dollar and have a purchasing value in the cafeteria of from three to five dollars depending on the financial status of the operation. This added incentive occasions closer attention to the problems of portions control, laundry, and sampling.

A balanced meal consisting of an entree, vegetable, salad or potatoes and a dessert at 65c, salad and entrees at from 50c to one dollar, and ample-sized sandwiches at 25c, is not served without some district assistance. It should be noted here that the junior college is not eligible for federal surplus foods. The unified district budgets for facilities, equipment, supplies, all maintenance of plant and equipment and janitorial expense. Principal items of equipment are purchased as buildings are built. However, there is a continuing need for replacement of worn out and obsolete equipment and for the purchase of newly developed items felt necessary for training. For the 1966-67 year, which is typical, $5,000 was budgeted to replace two worn out ice machines, to purchase a new calculator for the storeroom, and a new cash register and change machines for the cafeteria.

The district provides an annual departmental budget of approximately $2,400 for purchase of supplies, items costing less than $25. These include articles such as dishware, cooking utensils, paper goods and silverware.



CITY COLLEGE OF SAN FRANCISCO GROUND PLAN OF BUILDINGS

OVERVIEW OF CITY COLLEGE CAMPUS . . .

The City College of San Francisco campus is located on a 48 acre site in southwestern San Francisco which is part of the original deJesus Noe Spanish land grant.

The site is ideal for study. Once considered far out from downtown San Francisco, it is now close to the population center of the city. Inasmuch as half the students are working their way through college, quick transportation is a vital factor. Downtown street cars and busses are available at City College Station. The downtown area may be reached by automobile in 15 minutes via the Alemany Freeway which forms the eastern boundary of the campus. Now building, to be ready in 1970, is an interurban rail-passenger subway to City College Station.

Science Hall marks the western boundary of the campus facing the Pacific Ocean and affords a view of the Farallone Islands, 25 miles west. Eastward on the sloping terrain is Cloud Hall, separated from the Men's and Women's Gymnasiums by the College Stadium. Across a modern freeway is Balboa Park. The eastward view reveals Mt. Diablo.

Visitors to City College are continually impressed with the important sector the Hotel and Restaurant site occupies in the campus complex, an integral part of the entire educational plant but detached enough to provide for ample parking.

Separated by a circular roadway, Cloud Drive, from other college buildings, Hotel and Restaurant facilities are within easy access of both faculty and students who are located in Science Hall and Cloud Hall.

Nestled in the extreme southwestern section of the campus, Smith Hall and Statler Wing are accessible from four sides.

The most casual observer will note that the building site is no haphazard plan but a location that blends the educational needs of the students with the Hotel and Restaurant laboratory which serves also as a cafeteria, dining room and fountain, five days a week, simulating the practices of industry.

Inside Smith Hall on one level is the kitchen fronting onto the main cafeteria service section which adjoins the cafeteria dining area seating 450. The north section of the kitchen merges into fountain service which opens into an area seating 222 students to the north. By opening large accordion folding doors both the cafeteria and fountain service seating areas become one.

Connected by a stairway to the ground floor on the southeast is a classroom with adjoining lockers and showers.

To the south is the Faculty Dining Room, to the east the automatic food service, all connected by direct corridors to the main central kitchen.

A corridor connects the delivery unloading dock which is at the extreme southern end of the building in a large parking area with easy access to the street. Situated in between is a storeroom where food deliveries are received by faculty supervised students.

Statler Wing and Statler Library are housed in a two-story unit to the immediate east containing a foods demonstration lecture room and a demonstration kitchen. Interior access to Statler Hall constitutes no problem as both buildings are joined and have three connecting entrance ways.

The floor plans in the subjoined text show detailed space area and equipment located in both Smith Hall and Statler Wing.

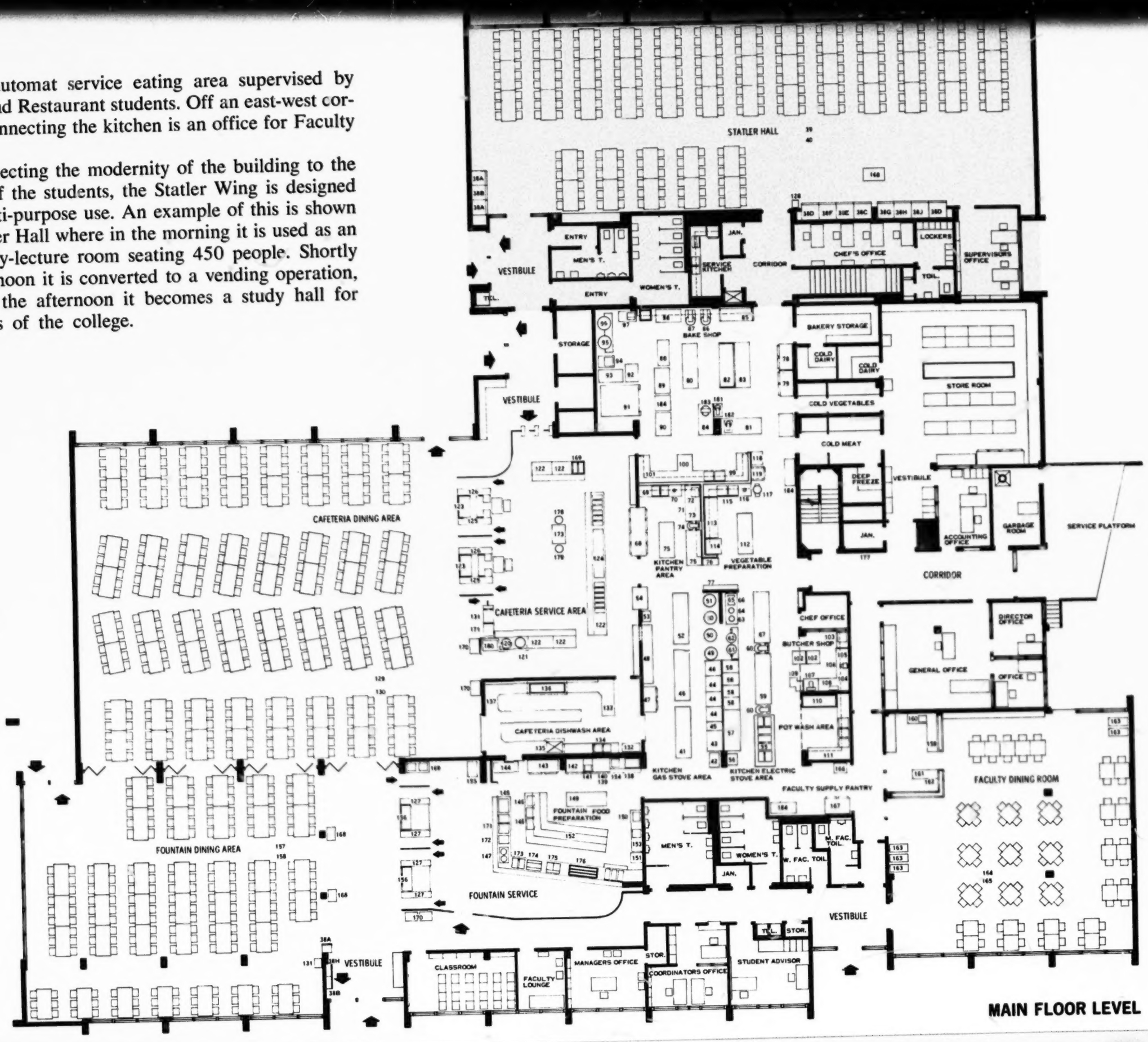
The new Statler Wing adjoins Smith Hall on the sloping east side. The two-story, reinforced, concrete building measures 94 by 113 feet. Entrance to the Alice Statler Library is either from connecting stairways directly with Smith Hall or from outside entrance doors to the immediate south on the lower level. The library measures 32 by 38 feet and is set in the southeastern section of the building. In the library is an elegantly appointed conference room for use by faculty and student groups. This area is separated from the reading area by soundproof glass and walls.

Adjoining the library to the north is a foods demonstration laboratory, built in amphitheatre fashion with visual aids and closed circuit television equipment to illustrate the detail of the subject matter being demonstrated by the instructors. On the lecture desk is also a small range for demonstration purposes.

Leaving the ground floor from the central corridor, a student may walk outside the building at an east entrance and proceed north to an outside stairway leading to an exterior upper level northern entrance to the Ellsworth M. Statler Wing of Smith Hall. Inside to the left is Statler Hall, a multi-service room 36 by 122 feet which serves as a lecture hall, a study hall

or an automat service eating area supervised by Hotel and Restaurant students. Off an east-west corridor connecting the kitchen is an office for Faculty Chefs.

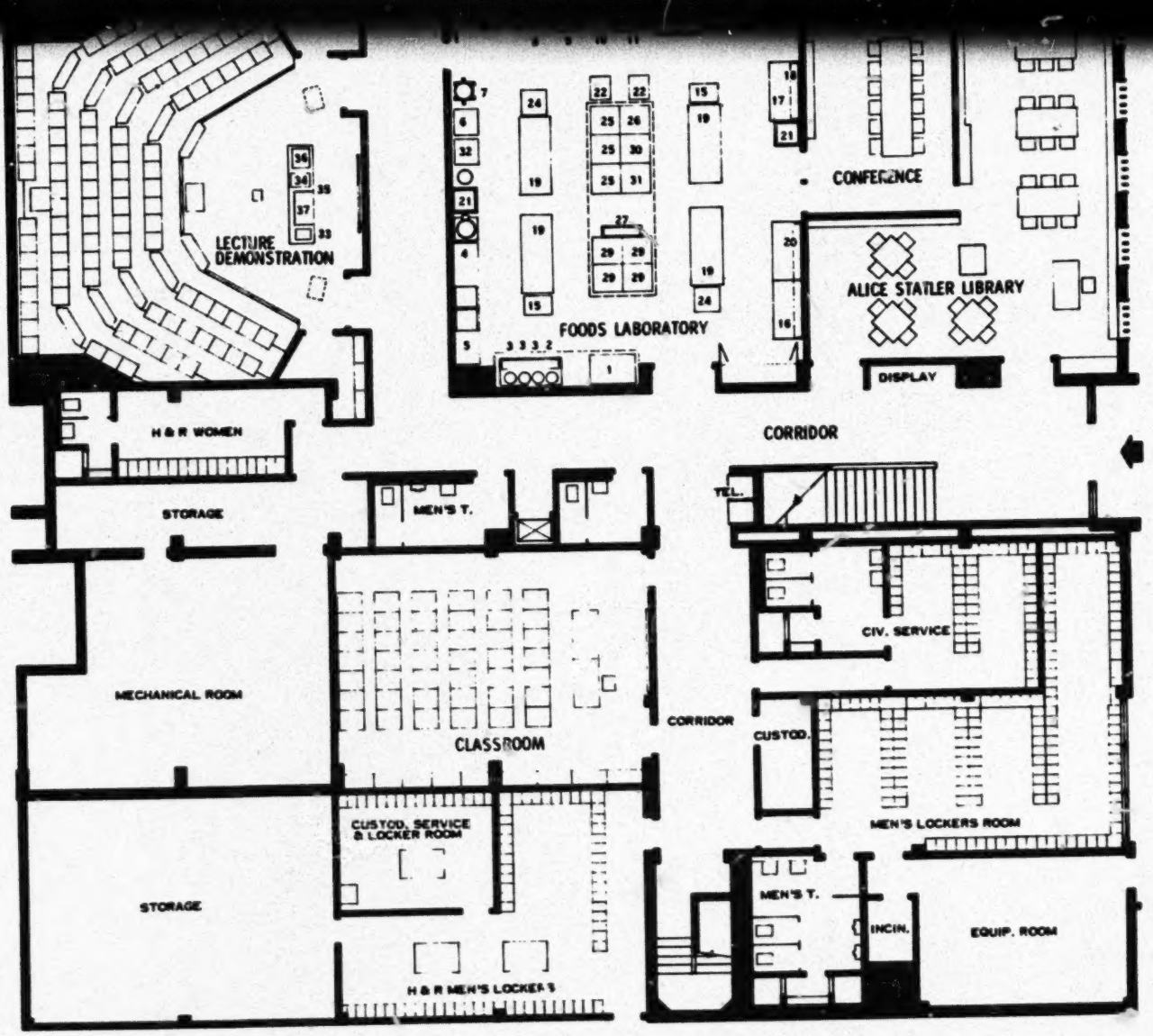
Reflecting the modernity of the building to the needs of the students, the Statler Wing is designed for multi-purpose use. An example of this is shown in Statler Hall where in the morning it is used as an assembly-lecture room seating 450 people. Shortly before noon it is converted to a vending operation, and in the afternoon it becomes a study hall for students of the college.



MAIN FLOOR LEVEL

EQUIPMENT SCHEDULE

1 Oven, Toastmaster
2 Steam Cooker, Flex-Seal
3 Tilting Steam Kettle, Groen
4 Garbage Disposal, In-Sink-Erator
5 Sink, Left and Right Drainboards
6 Baking Oven, General Electric
7 Food Mixer, Hobart Bench Type
8 Food Mixer, Hobart, Floor Mounted
9 Food Slicer, Hobart, Gravity Feed
10 Food Cutter, Chopper, Hobart
11 Meat Saw, Hobart
12 Food Freezer, Traulsen
13 Food Refrigerator, Traulsen
14 Ice Maker, Scotsman
15 Equipment Cart
16 Work Table, Stainless Steel
17 Work Table, Marble Top
18 Utility Shelf
19 Work Table, Stainless Steel
20 Utility Shelf
21 Cook Sink
22 Utility Table, Stainless Steel
23 Infra-Ray Rotisserie, T-Ray
24 Butcher Block
25 Stove, Montague
26 Broiler, Anets
27 Bain Marie
28 Candy Heater, Thermostat Control
29 Oven, General Electric
30 Grill Top, General Electric
31 Fat Fryer, General Electric
32 Rolling Oven, General Electric
33 Garbage Disposal, In-Sink-Erator
34 Meat Hoist, Chisolm Moore Lodestar
35 Demonstration Counter, Store Refrigerator
36 Gas Top, Tappan Brand
37 Work Table, Demonstration Counter
38a Vending Unit, Candy
38b Vending Unit, Cigarette
38c Vending Unit, Radar Range
38d Vending Unit, Coffee
38e Vending Unit, Hot Food
38f Vending Unit, Cold Food
38g Vending Unit, Pastry
38h Vending Unit, Soft Drinks
38j Vending Unit, Milk
39 Dining Room Table, Folding
40 Metal Chairs, Self Stacking
41 Work Table, Maple Top
42 Steam Chef Cooker, Cleveland Range
43 Char Broiler, Wolf
44 Range, Montague
45 Pot, Stainless Steel, Montague
46 Work Table, Stainless Steel
47 Refrigerator, Koch
48 Work Table, Stainless Steel
49 Stock Pot, Aluminum
50 Stock Pot, Groen
51 Stock Pot, Groen
52 Work Table, Overhead Pot Rack
53 Radar Oven, Tappan
54 Food Warmer, Thermotainer Franklin
55 Bain Marie
56 Cook Sink
57 Stacking Oven, Hotpoint Edison
58 Electric Range, Hotpoint Edison
59 Work Table, Maple Top
60 Mixer, Hobart
61 Stock Pot, Groen
62 Stock Pot, Wear-Ever
63 Tilting Kettle, Groen
64 Tilting Kettle, Groen
65 Steam Cooker, Flex-Seal
66 Table, Stainless Steel
67 Work Table, Stainless Steel
68 Refrigerator, Koch
69 Sink, Garbage Disposal
70 Garbage Disposal
71 Table, Stainless Steel
72 Food Slicer, Hobart
73 Wall Shelves
74 Food Mixer, Hobart
75 Work Table, Maple Top
76 Food Cabinet
77 Spice Cabinet
78 Freezer, Federal
79 Refrigerator, Koch
80 Work Table, Maple Top
81 Work Table, Maple Top
82 Dough Table, Maple Top
83 Work Table, Maple Top
84 Work Table, Maple Top
85 Work Table, Stainless Steel
86 Food Mixer, Hobart
87 Food Mixer, Hobart
88 Pastry Cooling Rack
89 Bread and Pastry Cooling Rack
90 Baking Oven, Griswald
91 Revolving Oven, Chubbuck
92 Proof Box, Anets
93 Bread Slicing Machine, Oliver
94 Doughnut Fryer, Anets
95 Tilting Kettle, Wear-Ever
96 Tilting Kettle, Groen
97 Work Table, Stainless Steel
98 Supply and Flavoring Rack
99 Pastry Cook Sink
100 Decorating Table
101 Spice and Flavoring Rack
102 Butcher Block
103 Utility Sink
104 Storage Shelf
105 Work Table, Maple Top
106 Meat Slicer
107 Meat Chopper, Hobart
108 Meat Tenderizer, Hobart
109 Meat Saw, Sanitary
110 Pot Rack
111 Pot Sink
112 Work Table, Stainless Steel
113 Work Table, Maple Top
114 Work Table, Stainless Steel
115 Vegetable Sink
116 Garbage Disposal, Waste-Xit
117 Potato Peeler, Hobart
118 Ice Maker, Carrier
119 Vegetable Storage Bin
120 Coffee Urn, Topper
121 Coffee Station Work Table
122 Movable Cafeteria and Food Service
123 Cashier Stand
124 Steamtable Service Unit
125 National Cash Register
126 National Cash Register
127 National Cash Register
128 Coin Changer, Brandt
129 Dining Table, Folding
130 Metal Chair, Self Stacking
131 Water Cooler, Filtrine



LOWER FLOOR LEVEL

132 Silver Burnisher, Craft
133 Silver Dryer, Win-Jet
134 Utility Sink
135 Dishwashing Machine, Stero
136 Dishwashing Machine, Stero
137 Garbage Disposal
138 Electric Grill, Hotpoint
139 Electric Grill, Toastmaster
140 Salamender, Toastmaster
141 Fat Fryer, Toastmaster
142 Range and Oven, Toastmaster
143 Refrigerator, Koch
144 Ice Maker, Ross-Temp
145 Soda Fountain Unit
146 Coffee Maker, Cory
147 Coffee Urn, Topper
148 Cook Sink
149 Work Table, Stainless Steel
150 Waffle Iron, Wells
151 Roll Warmer, Toastmaster
152 Back Bar and Refrigerator Combination
153 Cook Sink
154 Work Table, Stainless Steel
155 Milkshake Machine, Taylor
156 Cashier Station
157 Dining Table, Folding
158 Metal Chair, Self Stacking
159 Coffee Maker, Cory
160 Work Sink
161 Cashier Stand
162 National Cash Register
163 Bus Side Stand
164 Dining Room Table
165 Metal Chair
166 Water Cooler, Filtrine
167 Refrigerator, Foster
168 Condiments Standing Tray
169 Ice Cream Freezer
170 Silver Cart
171 Soft Drinks Dispenser
172 Hot Chocolate Dispenser
173 Milk Dispenser
174 Pie and Pastry Tray
175 Orange Juice Dispenser
176 Sandwiches Tray
177 Time Clock
178 Lemonade Fountain
179 Iced Tea Dispenser
180 Dish Cart
181 Mixer, Table Mounted, Hobart
182 Mixer, Table Mounted, Hobart
183 Mixer, Table Mounted, Duchess
184 Utility Table, Movable

LEADERSHIP ATTAINED by Gary Nachmann, Claudine Jacobson and Joe Estrada represents one objective sought by City College H & R graduates in building a successful restaurant chain operation.

FOLLOW-UP STUDY OF GRADUATES

PURPOSE OF THE STUDY—Business and industrial organizations frequently pause to determine the success and efficiency with which they are functioning. Techniques developed by industrial psychologists and modern accounting practices have made it possible for these organizations not only to measure readily the amount of their profit, but also to determine the efficiency with which it was made. Unfortunately, the educative process does not lend itself to measurement so readily. There is, for example, considerable haziness among educators concerning the extent to which they are able to provide their pupils with adequate knowledge and necessary skills, and help them develop desirable attitudes and an understanding of moral values.

Yet education is big business, for huge amounts of public funds are spent in educating our youth. Occupational-training programs are particularly expensive because of the need for extensively equipped laboratories and small classes. Educators, especially those in charge of occupational-training programs, thus feel compelled, from time to time, to ask themselves this question: "How well are we doing the job of preparing our students for careers in a particular field?"

Since City College of San Francisco now offers 35 occupational-training programs, we have asked ourselves this question again and again. To answer it, we have, in recent years, used three methods to determine the efficiency with which we are functioning in the areas in which we offer semiprofessional training. These methods are as follows: (1) evaluation by an external accrediting organization, (2) follow-up studies of graduates, (3) surveys of the opinions of employers and graduates.

Thus, the Western College Association periodically studies our entire program and grants its accreditation. In addition, a group representing the American Society for Engineering Education and the American Dental Association have within their sphere of interest periodically evaluated technical curriculums. A complete follow-up study of the graduates of the Hotel and Restaurant Department was made in 1957. The findings of the report were most valuable and helpful in charting the course of the program for the ensuing decade.

Since that date, there has been a less formal and continuing contact with the graduates. They return to report on their progress, visit their instructors and use the Statler Library. They recommend the City College as the place to train for careers in the hospitality fields to their employees, their relatives and their friends. They cooperate by providing work and part-time experience for our students and they hire graduates for career positions in their firms. They serve on advisory groups, come to the campus as guest speakers and make their facilities available for field trips.

These notices of satisfaction and loyalty are gratifying but not sufficient to provide the necessary objective evaluation of existing practices. In addition, impending retirements and the urgent request of industry for changes that will make it possible to graduate more qualified students so that the needs of industry might be more nearly met, demand a review and a repetition of the 1957 study.

PROCEDURES—The files of the Hotel and Restaurant Department contained names of what was felt to be current addresses of 764 of the estimated 1100 graduates of the program. Questionnaires were sent only to these, since it was felt that this was an adequate sampling. Fifty seven were returned for lack of proper addresses.

TABLE I

Present Residence of Graduates

Graduates replying to questionnaires in the following areas:

Area	*Graduates In Area*	*Area*	*Graduates In Area*
San Francisco	72	New Mexico	2
No. California (other than S.F.)	132	New York	2
Los Angeles	5	Ohio	1
So. California (other than L.A.)	37	Oregon	6
Arizona	2	Pennsylvania	1
Colorado	4	Texas	1
Florida	3	Washington	6
Hawaii	17	West Virginia	1
Idaho	1	Canal Zone	1
Illinois	2	Fiji Islands	1
Louisiana	2	Germany	2
Massachusetts	2	Italy	1
Michigan	1	Japan	6
Minnesota	1	Mexico	1
Mississippi	1	Philippines	2
Nevada	5	Switzerland	1
		Tahiti	1
		Thailand	1

Replies were received from 324 of the 707 graduates who may be presumed to have received questionnaires. The percentage of returns, 45.5, was an improvement over the 41 in 1957 and represents a good return for such a follow-up and certainly a representative sampling for purposes of making the observations included herein.

The questionnaire was essentially the same as that used in 1957 and dealt with four areas:

1—Further education obtained by graduates
2—Experience and employment of graduates
3—Graduates' evaluation of the Hotel and Restaurant Program
4—Graduates' opinions of the services offered by the College

RESIDENCE OF GRADUATES—The graduates of the Hotel and Restaurant program have settled in widely separated areas. It should be noted, however, that approximately 22.2 percent of the graduates gave a San Francisco address and that an additional 40.8 percent gave a Northern California address. Since the College is supported by state and local funds, it is gratifying to note that most of the graduates of the program are working in California and are employed by the people who paid for their education.

FURTHER EDUCATION AND TRAINING OF GRADUATES — There were 95 graduates, 29 percent of those replying, who indicated that they had received additional college education or training. Fifty-six more replied that they had continued their training in schools and programs. Fifty-two graduates sought further training in schools other than collegiate. It is noteworthy that 24, 7.4 percent, have participated in a company trainee program.

The institutions in which graduates enrolled are noted in TABLE II.

TABLE II

Further Education and Training of Graduates

College or University Attended	*Total*
1—Denver	24
2—Cornell	6
3—San Francisco State	27
a. Business Administration	20
b. Education	4
c. Industrial Arts	3
4—University of California	9
a. Business Administration	6
b. Education	2
c. Liberal Arts	1
5—CCSF additional courses	2
6—Others	27
Total Number of Graduates	95
Percent of Graduates Replying	29.3%
Additional Technical Schools	
1—Blackstone School of Law	1
2—Culinary Apprentices in Greenbriar Hotel	1
3—Switzerland Hotel School, Lausanne, Switzerland	2
Total Number of Graduates	4
Percent of Graduates Replying	1.2%
Others	
1—Company Training Program	24
2—Military Service Schools	6
3—Adult & Extension Program	22
Total Number of Graduates	52
Percent of Graduates Replying	16 %

The Hotel and Restaurant program was developed as a two-year semiprofessional training program. It is generally assumed that students enrolled in this type of curriculum will conclude their training at City College. A recent City College study showed that about 21 percent of all City College graduates surveyed were continuing their education or training at universities or four-year colleges. This present study shows that 29 percent of the graduates of the Hotel and Restaurant program had continued or were continuing their education or training at higher institutions of learning. Of this latter number, 37 or 11.5 percent reported they have earned degrees at four-year colleges. The fact that such a large percentage of graduates are continuing their studies is important for both the College and the Hotel and Restaurant Department to consider in counseling and curriculum planning.

EMPLOYMENT RECORD OF GRADUATES — The data collected during this study are too voluminous to be dealt with in detail in this report. For this reason, the information herein presented concerning the employment record of graduates of the Hotel and Restaurant program was limited to the following:

1—Certain information concerning the employment of graduates who returned questionnaires.

2—A record of the employment of those members of the class of 1961 who returned questionnaires.

INFORMATION CONCERNING THE EMPLOYMENT OF GRADUATES WHO RETURNED QUESTIONNAIRES

Extent to Which Graduates Are Employed in the Hotel and Restaurant Industry

Of the graduates who returned questionnaires, 273—84.2 percent of those reporting—were employed in the hotel and restaurant industry. The remaining 51 graduates—15.8 percent of those reporting—were not employed in the industry.

Among the group reporting as not now employed in the industry were: eight salesmen, five insurance brokers, four in the communications field, three housewives and two bankers. The group also included an accountant, an exporter, a secretary, and a teacher.

The number of graduates who did not enter the industry is relatively small; and since most are engaged in work that may be considered professional or semiprofessional, there is little evidence that their training was entirely wasted. Certainly, all appear to have made satisfactory vocational adjustments.

The most frequently stated reason for graduates' leaving the industry was dissatisfaction concerning economic matters—low salaries, irregular hours, and the lack of job security and pensions. It appears, on the basis of the preceding information, that graduates of the Hotel and Restaurant program are generally entering the industry for which they were training, and that those who have not entered the industry have made a satisfactory job adjustment elsewhere. It further appears that we should continue, and perhaps increase, our efforts to inform hotel and restaurant students of the opportunities and working conditions in the industry which they are planning to enter.

TABLE III

Areas of Employment of Selected Graduates

Area	*Graduates Employed*	*Percent*
1—Hotel		20.37
a. Front	51	
b. Back	15	
Total	66	
2—Food Work		51.23
a. Restaurants	92	
b. Cafeterias	12	
c. Airlines	14	
d. Catering	5	
e. Institutional	39	
f. Shipping	4	
Total	166	
3—Resorts and Country Clubs	8	2.47
4—Related Fields		10.19
a. Teaching	8	
b. Sales	13	
c. Accounting	2	
d. Other	10	
5—Not in Industry	18	15.74
Total	51	

Analysis of the jobs held by the 273 graduates who are employed in the hotel and restaurant industry shows that many types of work are open to them. Areas in which the 273 graduates are employed are set forth in Table III.

The data in Table III tends to support our belief that more of our students are entering food preparation than any other branch of the industry. It is our observation that our graduates' decision in favor of food operations is due to the strong training they have received for that phase of the industry, to the higher salaries offered and to the better defined training programs and promotional ladders available. It will be interesting to study this tendency in coming semesters considering the fact that front office

salaries in the San Francisco area have recently been increased considerably.

JOB TITLES OF GRADUATES — The large number of job titles in the accompanying Table IV illustrates clearly the complexity of the industry for which we are training the students enrolled in the Hotel and Restaurant program. The fact that our students are able to perform so many different kinds of work demonstrates that our training in the program is sufficiently broad to meet the needs of the industry, and that our counseling and placement programs are adequate and provide for the differing aptitudes and needs of our students.

SUPERVISORY RESPONSIBILITIES OF GRADUATES — Graduates were asked the following question: How many people do you supervise?

Tabulation of the answers received in Table V gives additional information concerning the responsibilities assumed by City College graduates employed in the hotel and restaurant industry and the kind of training they need to discharge these responsibilities properly.

The data in Table V show that many of the graduates of the Hotel and Restaurant program are engaged in supervisory work. Obviously, these graduates did not become supervisors immediately after they entered the industry. Yet the fact that many have become supervisors has an important bearing on the type of training and counseling offered in the program. Since such a significantly large number of graduates are employed as supervisors, they have somehow developed the necessary qualities. We believe that our courses in human relations, and the organization of the food preparation portion of the program wherein students have opportunity to assume supervisory stations have been very helpful. The continuing effort to have good human relations pervade the program has contributed as well. However, we believe further, in counseling students, we should emphasize (1) that completion of the program is in no way a guarantee that graduates will eventually be promoted to the ranks of management, and (2) that graduates with the proper attitudes and qualifications may hope ultimately to reach supervisory rank in the hotel and restaurant industry. We plan, also, to continue our emphasis on instruction in the preceding areas.

TABLE IV

Job Titles Reported by Graduates

HOTELS

Front

Managing Director	1
Manager	15
Assistant Manager	10
Executive Secretary	1
Chart Manager	7
Auditor	1
Assistant Auditor	1
Convention Manager	1
Room Clerk	12
Night Auditor	1
Bellman	1

Back

Catering Manager	7
Chef	2
Pastry Chef	1
Cook	2
Storekeeper	2
Purchasing Agent	1
Food Controller	1

INSTITUTIONAL

School Lunch Supervisor	1
Manager	12
Manager Trainee	5
Director of Food Service	11
Asst. Cafeteria Supervisor	1
Cook	3
Steward	2
Kitchen Helper	1
Chef Manager	1
Stock Clerk	1
Sous Chef	1

RESORTS AND COUNTRY CLUBS

Manager	2
Assistant Manager	1
Steward	1
Bartender	1
Captain	1
Cook	1
Sous Chef	1

RESTAURANTS

Owner	18
Manager	25
Assistant Manager	7
Supervisor	6
Host	5
Cook	18
Chef	3
Vice President	2
Waiter	2
Merchandising Manager	1
Purchasing Agent	2
Bartender	2
Bookkeeper	2
Cost Controller	1

CAFETERIAS

Manager	8
Assistant Food Director	1
Manager Trainee	2
Assistant Manager	1

SHIPPING

Cook	3
Import Steward	1

CATERING

Manager	1
Owner	4

RELATED FIELDS

Instructor	8
Sales	13
Accounting	2
Other	10
Not in Industry	51

AIR LINES

Manager Flight Kitchen	1
Area Supervisor	2
Planning Division	2
Commissary Supervisor	6
Cook	1
Port Steward	1
Food Service Clerk	1

Employment Record of Graduates of the 1961 Class Who Returned Questionnaires

The class of 1961 completed its training in the Hotel and Restaurant program six years ago. The graduates have had time to "cut their teeth" in the hotel and restaurant industry. Twenty-four graduates returned questionnaires. The following brief summaries of their employment records are based on the information contained in these questionnaires.

Student No. 1—Started as a pantryman in a San Francisco restaurant, then worked as a cook for all stations at a Burlingame, California, restaurant, and in 1966 as a cook and captain at Trader Vic's, Portland, Oregon. In 1963 he attended San Francisco State College and in 1964 attended Portland, Oregon, State College, a candidate for an A.B. degree.

Student No. 2—Was employed as an executive chef for Interstate Hosts until 1963 when he transferred to a large restaurant in Southern California as consultant. Since 1961, he has been employed as the chef training instructor for the Los Angeles School District. He attended UCLA in 1965 for a course in teacher training.

Student No. 3—Employed as second chef in a Redondo Beach restaurant for one year. In 1961 he worked part time in two Southern California restaurants while studying advertising at Orange Coast College. Today he is the operator of Tab-in Household Catering and Printing Service.

Student No. 4—Was employed by the Jack Tar Hotel, San Francisco, as management trainee. Successively, he served as a food service supervisor at San Francisco State College, in 1963 he was employed by Horwath and Horwath as an accountant, and in 1963-64 by the U.S. Steel Co. at Pittsburg, California, in charge of the commissary. Since 1964, he has been director of food service for the Pittsburg Unified School District supervising 48 people. In 1966 he obtained a B.A. degree from San Francisco State College and a general secondary teaching credential.

Student No. 5—Before graduation was employed as a room clerk in the Mark Hopkins Hotel, San Francisco, where he continued until 1962 when he was engaged by the United States Air Force Commissary. In 1964 he managed a military club and in 1966 served the Realty Mortgage Corporation as a mortgage consultant. Since 1960, he has attended the University of Hawaii and Stanford University from which he holds a degree in mortgage banking.

Student No. 6—Upon graduation was employed as cook and has progressed to manager of a leading Santa Cruz, California, restaurant. Is presently earning $850 monthly plus a percentage of profits.

Student No. 7—After employment at the Sir Francis Drake Hotel, San Francisco, in 1961, and service in the U.S. Army until 1963, this student went to work as an inspecting underwriter for the California Workmen's Compensation Insurance Co. He left the hospitality field because he disliked the odd hours and starting salaries.

Student No. 8—In 1961 this student served as a cook in a San Francisco restaurant. Since he has been employed as a recreation director for the City of San Francisco. He disliked empolyment hours in restaurant work.

Student No. 9—Began work as a cook for a large San Francisco restaurant (Franciscan). In 1962 he transferred to the University of California hospital as a cook and later became chef for the Stanford Sierra Club at Lake Tahoe. He turned to the catering field in 1963 in which he is now employed as a production manager at $975 monthly.

Student No. 10—Attended the Sheraton Training Program after graduation from City College and since has served as assistant resident manager, out-of-town reservation manager and front-office manager.

Student No. 11—Attended U.S. Navy School of Electronics and completed course, then served from 1962 to 1965 as electrician in the U.S. Navy. Since discharge, he has been employed as a kitchen helper at University of California Hospital and more recently as a stock clerk for the Veterans Canteen Service.

Student No. 12—After serving as night manager of a San Francisco restaurant until 1962, this student was employed as Food and Beverage supervisor for the East Bay Utilities District. He then became director of food service for the S.F. Zoological Society and since July, 1966, has been serving as a management consultant at San Jose, California.

Student No. 13—This student attended S.F. State College for two years after graduation from City College. He has served as purchasing agent for the Jack Tar Hotel, San Francisco and is presently working in a similar capacity at the Hotel St. Francis.

TABLE V

Number of People Supervised by Graduates

Number	*Frequency*	*Percentage*
0	66	20.37
1-3	42	12.96
4-5	21	6.48
6-10	29	8.95
11-15	18	5.56
15-20	12	3.70
21-30	21	6.48
30 or more	92	28.40
No answer	23	7.10

Student No. 14—Enrolled at Sacramento State College in 1961 and earned a B.S. degree in 1963. In 1962 was employed as night manager of a Sacramento restaurant, as food production manager at Tressider Hall, Stanford, in 1963 and for the past two years has been in charge of cost control at the famous Nut Tree, Vacaville, California. He felt that he needed the B.S. degree in business to meet the competitive situation in management.

Student No. 15—After earning his A.A. degree at City College, this student went on to Cornell University to earn a degree in Hotel Administration. Since 1963, he has been chief steward and food controller at Hotel Okura, Tokyo, Japan.

Student No. 16—Since graduation this student has been employed as manager of a Modesto, California, restaurant. He also serves as chef.

Student No. 17—Attended the University of Denver and the U.S. Navy Officer Candidate School and earned commission of lieutenant, j.g., and is now serving as a regular officer, assisting in the management of officers' club. He is planning to return to the industry on discharge.

Student No. 18—After serving as houseman with a large hotel, this student quit the hospitality industry and is now in the loan department of a bank. The hours and pay in hotel work disappointed him.

Student No. 19—Returned to Japan and served as a host for a convention of world bankers held at Seanza, Japan, in December, 1962. In June, 1964, he was host for the officials at the Tokyo Olympic Games. Concurrently, he served as a clerk at the Dai-Ichi Hotel until June, 1965, and since he has been manager of the Hotel Zac at Yamagata City, Japan.

Student No. 20—Barring a year as room clerk at the Beverly Hills Hotel, this student has been associated with the Los Angeles Statler as assistant banquet manager, at the El Paso Hilton Inn as sales and club manager, at the Granada Hilton in San Antonio as banquet and convention manager and since July, 1966, convention manager at Los Angeles Statler Hilton.

Student No. 21—Upon graduation this student served as a room clerk, cashier, night auditor until 1963 for the Hilton Inn at the San Francisco International Airport. From 1963 to 1966 he was U.S. Navy Payroll Clerk at Pearl Harbor. Since July 1, 1966, he has been auditor for the Island Holiday Hotel chain in Hawaii.

Student No. 22—Because the hotel positions he held did not provide enough money or recognition, this student transferred to an allied field of food sales in 1965 after having served as a maitre d' in the Women's Athletic Club, San Francisco, as assistant manager of food service at San Jose State College and as food service director for the Coca Cola Bottling Company.

Student No. 23—In the past six years this student has worked as reservations manager in the Olympic Village at Squaw Valley, Lake Tahoe, for Interisland Resorts, Honolulu, in reservations and sales, at Squaw Valley Inn as a cocktail waitress, and at a restaurant in Tahoe City. At present she is employed by a bank as a teller, but hopes to return to a hotel job.

Student No. 24—Exclusive of one year of employment at the Stanford Medical Center, Palo Alto, this student has been in the service of United Airlines since 1962 as a food service clerk. Concurrently, he has attended the United Airlines School in Chicago where he has studied personnel relations, union grievances and purchasing.

The preceding summary of the class of 1961 is one typical of any of the classes trained in the Hotel and Restaurant program. The members of the class of 1961 entered and completed the same training program; most entered the same industry. Yet all retained their individuality and attained considerably different goals and degrees of success. That they did is by no means surprising, for education and training are but two of the determinants of success or failure. Opportunities, personalities, abilities, interests, and even chance—all have influenced the progress of these graduates. It is axiomatic among educators that the more people learn, the more different they become.

It seems reasonable to conclude that the College offered the graduates of the class of 1961 the training essential to success. The extent of their success was undoubtedly influenced by the factors set forth in the preceding paragraph.

Extent to Which Graduates Benefited from Their Training at City College of San Francisco.

The following question was asked of graduates: How much do you think you have benefited from your training at City College of San Francisco?

The virtual absence of negative replies is most gratifying. The 89.5 percent who replied either a 'great deal' or 'moderately' is significant since it exceeds the 84.2 who entered the hotel and restaurant industry and its related field. When one considers Table III and notes the divergence of occupational fields entered and Table VI showing that 68.5 percent indicated that they profited a great deal, it appears reasonable to conclude that the graduates have a good feeling towards the program. These findings argue for care in modifying the offerings at City College.

ADDITIONAL OPINIONS OF GRADUATES ON THE CURRICULUM — Prior to the 1957 follow-up study most of the courses offered in this program were taken in the Hotel and Restaurant Department. The consensus of the graduates replying at that time reflected a curiosity about the offerings in other areas of the College and a desire to mix and compete with the main student body. An explanation of the changes that were made as a result can be found in those portions of Section II on Curriculum which show how graduation requirements are met and how business courses are presented.

In 1957, graduates were limited in their choice of courses given in other departments of the college. Because of enrichment of the curriculum the group presently surveyed was able to

report on benefits found in their courses in accounting and business math, human relations and psychology, business correspondence and speech. Neither political science nor health nor physical education were favored with such mention. This latter observation certainly has implications for a problem of concern to educators, how to present such subjects so that they might stimulate students toward desirable attitudes as citizens and persons. One graduate remarked with considerable sagacity that our physical education activity should be the hotel man's sport—golf.

Graduates on the basis of their experience were asked to suggest additional offerings which might be included in the program. The graduates took this question quite seriously and their replies provide a basis for reconsideration of our curriculum as well as support for our thinking in this area.

Among the areas that received most frequent mention was that of personnel—employee and union relations, personnel management and psychology. The need for additional work in accounting—food cost control, payroll and labor cost—was pointed out. Our concern about training for the front of the house was substantiated by the above requests as well as for more training in front-office procedure, sales, and group business.

Their struggle to keep up with a changing industry was reflected in the numerous requests for a course in equipment and layout and for training to meet the changes resulting from the use of convenience foods, increasing tourism and travel.

The value of incorporating these changes will have to be weighed against existing offerings since the program is already a busy one. It has already been pointed out that the staff realizes that two years of instruction, 360 class days, is a limiting factor. A likely answer may be found in continuing our efforts to increase our in-service training for local graduates and by encouraging others to continually read the trade literature and take the correspondence course available under the auspices of the American Hotel and Motel Educational Institute, the National Restaurant Association, the Club Managers' Association, and similar groups.

GRADUATES RATING OF INSTRUCTION

In 1957, instruction was rated as excellent and good by 33.3 percent and 41.7 percent, a total of 75 percent. In this survey the percentages were 40.1 and 38.6. The increase of 7 percent in excellent ratings and from 75 percent to 78.6 percent in positive ratings might be interpreted as progress in our efforts to improve the quality of instruction.

Graduates were again invited to comment on the quality of instruction—many were quite perceptive. Classifications of these comments is difficult, and as might be expected, some appeared to be contradictory. Negative comments made related to the lack of organization of certain lecture courses, the need for more discipline and the need for greater challenge. The observation made several times that there is greater need for a stronger esprit de corps among faculty members cannot go unnoted. The faculty must realize that much instruction is through example and that they must practice as well as teach sound human relations.

The graduates' observations relative to part-time instructors may be summarized in this statement: "A person must be a good teacher, not just an expert in his field, to educate young people." The students recognized, as we have, that excellent experience and a great deal of information does not necessarily make good teachers. The number of negative observations on this subject are limited and are exceeded by favorable comments such as the ones that asked that these instructors make greater use in class of their rich experience and that we should add even more such instructors to the staff. These comments, however, lead us to believe that we must spend more time orienting the part-time faculty as to goals of the program and the purposes of their course. We must assist them in the preparation of their teaching material and in the improvement of their techniques. We must condition our students so that they will cooperate with these experts and profit more from this association.

PRACTICAL LABORATORY EXPERIENCE

Robert H. Power, an alumnus of City College and partner of the Nut Tree Restaurant, says: "Students employed in the food service industry gain new appreciation of what is being taught in class. It is a practical laboratory experience."

Positive observations were more numerous than those presented above and their tones convey that there is a good feeling among the graduates on the quality of instruction.

A few of these include:

"I think the instruction in H & R is above average for any junior college."

"CCSF did an exceptional job all around."

"Superior to that offered at 'University X' for the first and second years."

"I am always praised for what a wide education H & R gave me."

"I just wish there were some way to thank the instructors."

COUNSELING—The graduates were asked to comment on the counseling services described elsewhere in this report. Many chose to make observations in their reply, and they were virtually unanimous in their expression of satisfaction with this service. Two stated the combination teaching and counseling load of the department advisor was too heavy. We concur in this feeling and expect to remedy this situation.

PLACEMENT—Placement of the graduates on the entry level is an important goal of the program. Job opportunities available exceed by far the number of graduates available. Under such circumstances, the function becomes one of matching students with the position where there is the best chance for a highly productive career and long term job satisfaction. Throughout the program, students are urged to study and explore the field and to try to understand themselves so that they may make a wise career choice on graduation.

The comments made were generally favorable. Interestingly, some replied as employers rather than graduates and asked for more information on available manpower. One indicated that there should be more information about large organizations; another indicated that there was too much emphasis on these. Some were highly pleased with their experience, others displeased. There appeared to be some correlation between these expressions and the job success attained. More than one student replied that the H & R director of placement was too busy with collateral duties and should have more time for this job, and we agree.

TABLE VI

Graduates' Opinion Regarding Benefits from Training

Response	*Number*	*Percentage*
A great deal	222	68.52
Moderately	68	20.99
Slightly	4	1.23
Not at All	1	.31
No Answer	29	8.95
Total	324	100.00

A study of these comments leads us to conclude that we should pay more attention to this highly sensitive area. The placement function is no less important in a program where there is a surplus of opportunities for graduates.

Impending retirements will afford us an opportunity to realign duties. It is our plan to have the same person handle counseling and placement. In a program of this nature the latter is a logical extension of the former; and if our graduates are to make the best possible career adjustments, the matching of their personal attributes and their opportunities must be achieved through continuing guidance.

SCHOOL LIFE IN GENERAL—Comments offered in reply to this invitation, as might be expected, were as varied as the interest and backgrounds of the students. One keen graduate observed "school life is what you make it." A study of these statements shows no consensus that would argue for a change.

Some stated the program was too busy, others that it was too easy; some that there should be more time for extra curricular activities, that they would want to mix more with the general student body; others said that they like the close camaraderie of the Hotel and Restaurant students.

OTHER COMMENTS—The students were asked to make further suggestions and to comment as to how the school might further serve them. Many of these have already been considered and pertain to curricular changes such as more training for the prospective hotel workers; others to faculty relations, counseling and placement.

Suggestions were made that:

1—newsletters be extended to provide information on new trends and developments as well as job information;

2—lists of the graduating class be sent so that the alumni who employ might consider City College students when hiring;

3—more continuing education be offered the local graduates;

4—the services of the Alice Statler Library be made available, which reflects a breakdown in communications since graduates and industry are urged to use this facility;

5—industry experience be a pre-requisite for admission so as to decrease drop-outs and assure a more serious student body.

SUMMARY

The number of questionnaires returned, 324, a 45.5 percent return, is considered high for this type of follow-up study and has given us enough data to make what we consider to be some valid observations. As might be expected when the growth pattern of the program is considered, most of the respondents have graduated in the last decade. The recency of their graduation, we believe, should make their responses of considerable value to us in our effort to evaluate the current offerings in the Hotel and Restaurant program.

The following are some observations that we feel we can make, with confidence, concerning our graduates and the nature of the program:

1—The locale in which the graduates have settled and are working is such that it is reasonable to conclude that the Hotel and Restaurant program is serving the community by which it is supported. Table I reflects a preponderance of San Francisco and Northern California placements and yet a spread of graduates throughout the United States and even to other continents. The program's influence certainly parallels that of the city it serves.

2—Table II shows that H & R graduates are going on to college in greater number than other City College graduates. This, in spite of the fact that the program is designed and explained as one that prepares for job entry on graduation.

VALUE OF WORK EXPERIENCE

Gary Nachmann, executive president with Lyons, a large California restaurant chain, incumbent president of the Golden Gate Restaurant Association and director of the California State Restaurant Association says: "I feel that City College has been a very valuable asset to the restaurant industry with a well-rounded education in the functions of management. We have found the graduates willing and able to assume the responsibilities of any position to which they have been assigned."

TABLE VII

Graduates' Rating of Instruction

Response	*Number*	*Percentage*
Excellent	130	40.12
Good	125	38.58
Fair	19	5.86
Poor	6	1.85
No opinion	12	3.70
No answer	32	9.88
Total	324	100.00

This finding has important implications for curriculum development. In their anxiety to develop an open-ended curriculum, the architects of such programs must be careful not to lose sight of their immediate goal—job preparation, for they may have an offering that prepares for neither a job nor for transfer. The students and faculty both understand that an additional semester or two of college is a fair premium to pay for preserving the integrity of the occupational training and still afford graduates an opportunity for continuing to the bachelor's degree.

It can be noted, however, in the chapters on curriculum and counseling that individual differences and varying objectives are recognized and adjustments are made in students' programs whenever they are compatible with goals of the curriculum.

3—The 84.2 percent graduates entering the hotel and restaurant industry and related fields is quite high and exceeds that in the 1957 study. This high figure gives us reason to believe we are doing a good job of training and guiding students.

The range of jobs is broad and the level attained is varied; many graduates reached the management level. On the other hand, the fact that many are not employed on that level shows that completion of the program is no guarantee that graduates will reach executive rank. This is illustrated quite dramatically in the summary of the employment records of the class of 1961.

The many branches of the industry that graduates have entered and the many levels on which they are employed illustrate the need to continue a strong program of counseling and guidance so that students will understand themselves as well as the hotel and restaurant industry, its demands and its opportunities.

4—There is evidence that more graduates are entering work connected with the preparation and serving of food than are entering front-office work. There is also evidence that our graduates believe we are doing a more effective job of training for jobs in the former area than for the latter. We feel this is due in part to our strong emphasis on the back of the house. Our staff feels that the restaurants have been more aggressive

in their recruiting, have paid higher entry salaries and have better defined training programs. This trend may change. Our most recent staff addition is an experienced front office person who should strengthen our offerings there; recent negotiations have provided a more attractive entry front office salary, and employers are becoming increasingly conscious of a need for training programs and a well defined promotion ladder.

5—Table V shows that many graduates have reached positions requiring them to supervise large numbers of employees. In the 1957 study graduates stated that the program should include additional training in human relations and personnel work. This recommendation was followed and greater effort has been made to apply this learning in laboratory classes. Yet a similar opinion was expressed in the present study. This argues for once again reconsidering this portion of our offering.

6—Graduates were invited to state the extent to which they benefited from their training at City College of San Francisco. The percentage of positive replies was even greater than that entered the industry for which they were trained. Apparently, even some who are no longer in the industry felt they had profited at City College; this finding is most gratifying.

The comments indicated that the effort after the 1957 study to include offerings other than H & R courses in the curriculum met with favor. They commented favorably on their courses in business, the social sciences and communications.

The replies pointed out a need for some re-evaluation of our preparation for the front of the house, particularly in personnel relationships and certain aspects of accounting. The graduates emphasized the need for a continuing effort to keep current with a changing industry through a course in equipment and layout, and instruction in the problems occasioned by the greater use of convenience foods and the increase in travel and tourism.

AN ON-THE-JOB ANALYSIS

Hugh R. Visick, merchandising manager of Foster's Lunch System, who is recognized as a perfectionist by his associates says: "Work experience makes every hotel and restaurant student conscious of profit and loss in any given area of portion control and provides for on-the-job analysis of what is being done every day."

PRACTICAL WORK EXPERIENCE

Phil Rauscher, an executive of the International Inn, is a man who has had long experience in chain restaurant operation. He points out that "practical work experience makes a student conscious of good organization, or the lack of it, in any area to which he is assigned."

7—Graduates were asked to state their opinions of the instruction they received at City College of San Francisco. Ratings are set forth in Table VII. Seventy-eight per cent of the respondents rated the instruction as *Excellent* or *Good*, a finding that compares favorably with the ratings obtained in our follow-up studies of other semiprofessional programs.

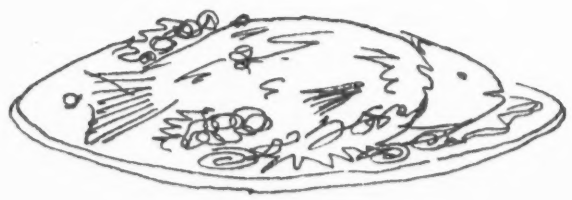
Students were invited to add comments to their evaluation of instruction. Those who commented, as previously indicated, rated the quality of teaching provided by instructors employed in the industry as high, but also indicated that successful businessmen do not necessarily make successful teachers. These comments support our conviction that we must exercise great care in selecting instructors, in orienting them, and in helping them to develop suitable teaching materials and effective teaching techniques.

Graduates also complimented the full-time, permanent faculty, but stated that there was need for a better esprit de corps in this group, and that the emphasis on production work be reduced so that more time would be available for the improvement of instructional techniques.

8—The graduates expressed a high degree of satisfaction with the counseling and placement service. The growth of the program, the increasing complexity of the career decisions to be made as well as the numerous opportunities available, all argue for lighter teaching loads for those charged with this responsibility. It is becoming increasingly clear that placement is an extension of counseling, and as a result, serious consideration should be given to having one person handle both services. These services are no less important when there are more jobs than there are graduates if they are to select productive and satisfying careers.

9—No consensus could be gathered from the graduates' observations on school life. There were many suggestions, but they were in great part contradictory. We realize that students have problems and varying reactions to college life. However, unless there is widespread agreement on their nature, they must be treated individually.

10—Graduates made comments on how the college now might be of further service to them. They reflected a healthy anxiety about continuing education through newsletter items, increasing availability of the Alice Statler Library and in-service type courses. Placement received attention in requests for the inclusion of job information in the newsletter and for the mailing of lists of graduates so that alumni might consider City College students when hiring. They supported our position that some industry experience be made a prerequisite for admission so as to improve our holding power and assure a more serious student group.



***WHAT WE ARE TEACHING TODAY** will be obsolete in a few years, hence, we must provide students with a bridge to the future.*

GUIDEPOSTS FOR NEW PROGRAMS

A BRIDGE TO THE FUTURE . . . .

Names of visitors from all parts of the world written in the register in Statler Library furnish continuing evidence of the far-flung interest in the City College Hotel and Restaurant program. This is positive testimony, at least in some degree, as to its success. Invariably, the conjectural questions raised include:

"What advice do you have for community college administrators who are planning a program for the hospitality field? What might City College administrators be doing differently if you were starting over again?" Our responses to both of these questions are mingled in the suggested guideposts outlined in the subjoined paragraphs.

1. Obtain Strong Administrative Support

On the basis of our experience we would say that the first important prerequisite is strong administrative support. The college administration must join wholeheartedly in the establishment of the program and participate in its development. The most critical moment in the development of the City College program was after a succession of highly qualified directors had left the City College Hotel and Restaurant staff and no logical successor was in sight. The administration, because of its dependency upon these very capable leaders, had detached itself somewhat from the operation of the program. It was at this critical moment that it was realized that an important ingredient of not only this occupational program, but of all, was close administrative involvement so that crises such as this might be avoided.

Through experience we have learned that involvement of the top management team of industry requires participation of the top administration of the college. In addition, many of the instructors in these programs are accustomed to strong supervision in the field. They respond best to such school supervision and feel more confident and secure because of its existence.

2. Promote Close Industry Relations

Second important ingredient is close industry and labor relations. It is difficult to conceive of a program for the hospitality field, or any other occupational area, succeeding without active participation by all segments of industry and labor. The processes of establishing a truly representative advisory committee and reviewing with them all the details of establishing a program might appear cumbersome and time consuming for the neophyte. However, as has been noted throughout this report, industry has provided the vital support and guidance necessary to move forward. Without George D. Smith's advice to emphasize the back-of-the-house training; Joe Belardi and other labor leaders' cooperation in the work experience program; Willard Abel's willingness to present our case to the Statler Foundation, and Dick Swig's ability to "twist tails," to raise matching funds in the Statler Drive, we would not have the program that exists today. We, therefore, cannot stress too strongly this guideline: include the top people of industry, labor and whatever other agency might be involved on the Advisory Committee.

● *Joe Delorio demonstrating that all successful guideposts in the hospitality field are grounded in fundamentals of cleanliness*

3. *Stress Back of the House*

The third guideline is to stress the back of the house. We will observe with interest the experiment in other junior colleges wherein separate programs are developed for front office and for food preparation and service. Our appraisal is that any program preparing for the many opportunities in the hospitality field, must immerse its students in the practices of food preparation, food service, food accounting and food control. It is our feeling that a program just training for front office may not be of junior college level since it may be too limited and not train for mid-management opportunities. This we believe in spite of the fact that there is enough evidence in our follow-up study to cause us to review the front-office portion of our offerings. This back of the house emphasis in our opinion is best taught by involving the students in the feeding of the students and faculty for here we have training under pressure of industry conditions rather than training under simulated conditions.

Tony Achermann, chef instructor, explaining purchasing economies effected by posting menus in advance to Student Daniel Gallagher

4. *Select Students with Definite Career Commitments*

We learned from experience that the first semester in an occupational program is usually exploratory and that a high mortality occurs as students better understand the demands of the field. We realize further all interested students should be given a chance to study and test the area, to become acquainted with its demands and opportunities, and to match these with their aptitudes and interests.

In spite of this, it has been our policy to give preference in selecting students for the full Hotel and Restaurant program to those who have had industry experience. Their commitment to the field is more definite, they are more likely to master the subject offered and complete the requirements for an Associate-in-Arts degree.

In the chapter on curriculum we have explained an alternate exploratory program offered to those tentatively committed. We feel that by so doing we are providing a valid exploratory experience, using a smaller proportion of these students' time and better utilizing our faculty and physical resources. We feel we better serve the community, the hospitality field and the students by giving preference to those with industry experience.

5. *Develop a Realistic Curriculum*

As an initial approach in developing our occupational programs we place first on our format all of the college graduation requirements, previously described. We then try to determine what courses are necessary to prepare our graduates for the entry level jobs and to give them sufficient background to encourage progress on the occupational ladder. The third ingredient added is general education courses. We know that this opinion is not shared by many who are considered experts in the matter of junior college curriculum. They would have a committee developing such a program, after placing graduation requirements, indicate a prescribed number of general education units and then proceed to the inclusion of occupational training. Our experience causes us to disagree with those who advocate such a position. It must be pointed out that the two-year program involves at the most 360 days of instruction, plus summer work experience. This, by its nature, limits the offerings; and if

● *P. Tremain Loud, foundation chairman, reflects Vincent Kakawaga's joy when the latter is presented with scholarship check*

a choice is made, we feel that it must be made in fulfilling our contract with the student to prepare him for his chosen career.

6. Select a Technically Qualified Faculty

Important consideration must be given to selecting a faculty. A technical instructor must first have technical competency. A foods preparation instructor must be highly qualified in his field just as an instructor in mathematics must possess training in depth. A technical instructor, in addition, should demonstrate some potential for learning the techniques of teaching; for communicating with students and for working with young people. A qualified technical instructor must not enter teaching as an escape from an occupation of which he is tired. He must be enthusiastic about his field and be dedicated to the perpetuation of the skills that he has attained. Under such an example, the teacher's contagious enthusiasm will be transferred to the students. Training for understanding and skills underlines all of these programs, yet a good occupational program develops good work attitudes, empathy with management and understanding of labor's point of view.

7. Plan a Curriculum That Is Open-Ended

In developing a program, some consideration must be given to the student who will continue his education and seek a bachelor's degree. We have noted in the follow-up study that many of our graduates do transfer to other institutions of higher learning.

However, if the program were entirely transferable, it would fail in its mission of training the student for entry into occupation. As a result, we must point out to the student, parent, and industry that the program is planned for entry into the field on graduation. If the student chooses to continue, he should be made to realize that the attainment of a baccalaureate will take more than the usual four years; and yet he should understand that upon completion of both programs, he will have received technical training not available in the four-year academic program as well as his A.B. If he continues into the four-year program, he will be technically competent and have enriched his total background; an extra semester or two for such double equipment in the academic and semiprofessional field appears to be a fair price.

We have found in following students' progress through college that many young people who had performed on just an average level in high school, when involved in an occupational program whose meaning is more immediate, are inspired to become better students; and on the basis of success are encouraged to pursue their study for a baccalaureate degree.

8. Organize a Strong Counseling and Placement Program

The jobs available to graduates of a community college hospitality field program are numerous and varied. A study of the positions held by City College graduates leads one to believe that this field affords an opportunity for the whole range of abilities, aptitudes and interests.

This breadth of opportunity demands a strong effort to properly match student abilities with available jobs if they are to have a productive and satisfying career. They must be assisted in a better understanding of themselves and their opportunities. Provision must be made so that the student may study the demands and conditions of the various aspects of the hospitality field and continually assess his aptitudes and interests in the class, the laboratory, and in work experience. Finally through guid-

ance he should be assisted in reaching a satisfactory career decision.

This continuing process starting from the day an applicant matriculates through and even after graduation requires that the staff include a qualified personnel worker, one who understands the hospitality field and its opportunities and one who is skilled in the techniques of counseling and placement.

9. Seek Qualified Leadership

A sound occupational program requires a leader who is technically competent, who understands education and the philosophy of the junior college. This person should be able to work closely with the administrator in charge and have a thorough understanding of the program and the problems of the faculty. Such a person is rare and may not be available in all instances. His absence, of course, calls for greater administrative involvement in the leadership of the program.

10. Plan Facilities and Choose Equipment Carefully

An occupational program develops and grows much like any other embryo; its general ultimate form is understood, but its shape and size may be varied from situation to situation. Occupational programs as they mature, develop unique characteristics.

Graduates Employed by Manning's Restaurants

NAME	POSITION	LOCATION
Philip Jones	Asst. to Pres.	Inst. Div. Vice Pres.
Robert Feddersen	Regional Mgr.	Institutional Div.
Hank Meyer	Asst. to Vice Pres.	Food Service Mgmt.
Dave Citi	Food Service Mgr.	Berkeley
Robert Rapatz	Food Service Mgr.	Oakland
Robert Romer	Regional Supervisor	Institutional Div.
Gordon Clark	Asst. Manager	Mt. Zion Hosp., S.F.
Al Brame	Restaurant Div. Mgr.	San Francisco
Ron Binder	Food Prod. Mgr.	Walnut Creek
Roger Hageman	Restaurant Div. Mgr.	San Jose
Walter Schultz	Rest. Div. Asst. Mgr.	San Francisco
William Boyd	Inst. Div. Mgr.	Mt. Zion Hosp., S.F.

This is due in a large measure to their practical nature and close alignment with industry as well as their constant evaluation.

It has been pointed out that the H & R program was housed in temporary facilities and did not develop permanent housing until after 20 years of its existence. To the person starting a program this may appear to be a serious disability. However, it would be our advice to not rush into the planning of a permanent facility at the outset. The nature of the program may change; enrollment may not reach up to or may exceed expectations; one may not be able to recruit the type of faculty that is needed to staff a program such as planned; and as a result may take a different direction. It is best to move slowly in planning facilities at least until there exists reasonable certainty of the direction and form of the program.

Mistakes are made; ours was in cutting back the size of the kitchen and omitting the lecture demonstration room to effect economies when building Smith Hall. Properly enlarging the kitchen later was impossible and adding the lecture-demonstration room at a later date most expensive. We would recommend that the training facility be the food preparation area for the faculty and students; that the equipment placed therein be industry-type and be modern and varied so that students will become familiar with current developments. At one time we were concerned because our graduates were leaving a kitchen that was equipped in a manner that surpassed most of the industry kitchens. It was stated that perhaps they might be spoiled by such an experience. Such has not been the case. We have yet to receive a complaint from an employer of our graduates on this matter.

11. Provide Resources and Facilities for Acquainting Students With the Literature

Our experience with the Alice Statler Library has convinced us that a school training for this occupational field should make every effort to make available the literature of the field. We know that as the parade moves by, processes and the techniques change. What we are teaching today will be obsolete in a few years; hence, we must provide our students with a bridge into the future. We feel that by acquainting them with the literature and preparing them to read the trade journals and other publications we are affording them such an opportunity.

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